Master Thesis

A STUDY ON THE CAREER PROSPECTS VIS A VIS ANNUAL PERFORMANCE APPRAISAL AND REVIEW (APAR) SYSTEM OF THE EMPLOYEES OF THE INDIAN RAILWAYS WITH A CRITICAL ANNALYSIS THEREOF – WITH REFERENCE TO THE NORTHEAST FRONTIER RAILWAY.

Dissertation submitted for the Post Graduate Degree in Master of Business Administration (Human Resources).

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CERTIFICATE

Certified that the project on "A STUDY ON THE CAREER PROSPECTS VIS A VIS ANNUAL PERFORMANCE APPRAISAL AND REVIEW (APAR) SYSTEM OF THE EMPLOYEES OF THE INDIAN RAILWAYS WITH A CRITICAL ANNALYSIS THEREOF – WITH REFERENCE TO THE NORTHEAST FRONTIER RAILWAY " is submitted for the Dissertation for the Post Graduate degree in the field of Master of Business Administration (Human Resource Management) by Sri Pradip Kumar Saha, Enrollment No. MBA (HRM) – 1/2022J is a record of work done by him under my guidance and supervision in the School of Management Studies, The Global Open University, Nagaland.

The subject on which the project of Master Thesis has been executed in his original work and it has not obtained from any degree, diploma, associate ship or other title for which the award has already been conferred to. The study represents purely an independent work on the part of the candidate.

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I hereby declare that the dissertation under the caption "A STUDY ON THE CAREER PROSPECTS VIS A VIS ANNUAL PERFORMANCE APPRAISAL AND REVIEW (APAR) SYSTEM OF THE EMPLOYEES OF THE INDIAN RAILWAYS WITH A CRITICAL ANNALYSIS THEREOF – WITH REFERENCE TO THE NORTHEAST FRONTIER RAILWAY" for the Post Graduate Degree in the field of Master in Business Administration , is my original work and it has not been previously executed for the purpose of awarding any degree, diploma, fellowship or similar other titles of any University or Institution or any Organisation.

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CHAPTER "1"

A STUDY ON THE CAREER PROSPECTS VIS A VIS ANNUAL PERFORMANCE APPRAISAL AND REVIEW (APAR) SYSTEM OF THE EMPLOYEES OF THE INDIAN RAILWAYS WITH A CRITICAL ANNALYSIS THEREOF – WITH REFERENCE TO THE NORTHEAST FRONTIER RAILWAY.

INTRODUCTION

Indian Railways is the Central Government owned Railway of India which owns and operates the rail transport of the Country which is overseen by the Ministry of Railways, Government of India. The organization of the Indian Railways is divided into separate functional groups of Traction, Engineering, Traffic, Rolling Stock, Signaling, Stores, Personnel, Railway Protection Force, Finance, Health and Safety. In an answer to Unstarred Question No. 2692, in the Upper House of the Parliament raised by Shri Randeep Singh Surjewala, Honb'le Member of the Parliament on 11/08/2023, Shri Ashwini Vaishnaw, Honb'le Minister of Railways, Communications and Electronics & Information Technology had replied that as 01/07/2023, in Indian Railways the number of Gazetted and Non-Gazetted employees was 12,18,221. This data shows that in Indian Railways huge number of employees having different skills and knowledge are working. Each and every employees are delivering their skills and knowledge in operations of the Railways and depending on their operational skills and management, the Head of the Departments and the Railway Board could operate this Company smoothly. Therefore, each and every good performer of the Railway deserves an equivalent reward in the form of monetary or non-monetary after an impartial and proper assessment of their services in every Financial Year. In an organization "reward" system is a very powerful motivational force and it becomes true only when the system is fair and tied to performance, else it stands to be a meaningless process of the organization. If the performance rating is not assessed properly and reward is given to a non-performer superseding a good performer, then there is an ill feeling in the mind of the good performer and that result in poor performance of that organization. It is true but painful to say that in India, when we observe carefully and minutely upon the administrative process, we can find that in most of the Public Sector Enterprises less prudent Performance Management System or PMS is being followed. The Public Sector Undertakings in India whether it is Central Government of State Government are following the Traditional Confidential Report Writing System (TCRWS) where as the Private Companies are following the modern techniques of Performance Appraisal System like 360 degree feedback, Management by Objectives (MBOs) ,

Psychological Appraisals and Behaviourally Anchored Rating Scale (BARS), Assessment Centres. We can see that Multi-national Companies (MNCs) and Giant Companies are possessing the well structured Performance Management System and Performance Linked Reward System and so the high performing human resources are gradually moving towards those sectors and if such a scenario continues, a time will come , when we can see that only low performers are available in the Indian Public Sector Enterprises. Therefore, an urgent step shall have to be taken not only by the Government but also the Managerial Authorities of those Public Sector Enterprises to find out a formula how to attract and retain high performers. Only by increasing pay and perks are not the actual solution but to create a good environment of works in every department by allotting jobs rationally. The Indian Railways by accepting the modified APAR System as per recommendations of the Government of India have tried to reduce the clash between the Employees and their affiliated Unions whether recognized or not and the Employer. Therefore, this study attempts to find out how much benefits have been obtained by its employees and how much success the Ministry of Railways have achieved by following the APAR system, how much amount of transparency and accountability is being achieved by the Indian Railways in this regard. We know that "human capital" is one of the most important components of any business and that is why investment in human resources becomes a necessary step, ensuring that a business prospers in a changing market environment. Indian Railways is a Central Government sponsored organization that has to fulfill the concept of social obligation to the nation. At the same time, the organization is also to be viewed as financially viable one to make best use of its **3Ms i.e. Man, Materials & Machinery and Money** to achieve maximum utility of available resources. Indian Railways is facing a severe financial crunch as well, so there is a need to improve the efficiency of the Railways i.e. to increase the income and to reduce expenditures to overcome this crisis by reducing the Operating Ratio. The right sizing of man power with optimum utilization of the employees is one of the main effective ways to reduce the unit cost and to increase the efficiency. To achieve the performance rating as "very good" or "outstanding" , in Indian Railways, Government of India , most of the non-gazetted employees depend on the grace and kindness of the reporting and reported officer of the APAR. The employees may obtain good rating on the Annual Performance Appraisal Report (APAR) are influenced by various factors. Ideally, the performance appraisal system is designed to be objective, transparent, and based on the employee's performance, achievements, and adherence to set goals and targets. There are concerns and perceptions among employees that subjective factors, including the "grace" or favor of officers, might play a role in the ratings which is more or less true. This perception can

stem from the subjective judgments of **t**he appraisal system includes elements where the appraiser's personal judgment and opinion come into play. If the relationship between the employee and the officer is strained or particularly strong, it might impact the rating ; influence of Senior Officers where in some cases, senior officers might have significant influence over the ratings given by immediate supervisors. This can lead to situations where having the favour of higher-ups can affect the final rating. The employees who want to perform their duties as per established rules or they are in protesting mood against the dissolute such type of employees in many cases become thorn in the eyes of such officers and in such cases the rate the performance of employees unfavourable for the organization. The organizational culture within a specific department or the organization as a whole can affect how strictly the guidelines for performance appraisals are followed. With a view to address those concerns, efforts are often made to make the appraisal process more transparent and objective which may include clearly defined performance metrics, regular feedback sessions, and mechanisms for employees to appeal their ratings and to take decision by the officer concerned by using appropriate mechanism of investigation before blaming an employee. In Indian Railway the trends of blaming the particular task of an employee with which he or she is not at involved in but responsibilities are shifted on the shoulders of such employees by the supervisors or higher officers without conducting proper inquiry and in turn their APARs are being underrated. The main objective of the Work Study is to find out whether a fair and impartial Performance Appraisal System is followed in Railways so that such employees may give good returns on investment. The information which is provided here may be considered as highly helpful in providing the formula for promotion, transfer and retirement/termination. This system will help in enhancing effectiveness of employees', identifying their training and development needs, machinery for wage administration, developing inter-personal relationship and communication, mechanism for taking corrective steps to achieve the standards of the Railway and the employees may think belongingness of the organization as indicated in the Hierarchical Theory of Maslow.

CHAPTER "2"

CONCEPTS AND DEFINATIONS

CONCEPTS

In modern era the Performance Appraisal System is a systematic and periodic process of measuring the work performance of an employee against the established needs of the job in an organization. It refers to all those procedures that are used for subjective evaluation of the strengths and weakness of an employee , his/her personality and the hidden potential , the actual performance achieved by him/her and also to assess his/her the relative worth for the organization and future development potential. Performance Evaluation of an employee is a continuous process and such thing is done in an organization by way of carrying out of constant informal Performance Appraisal throughout the year by the employers by using techniques like coaching, mentoring, recognition, constructive criticisms or suggestions and such techniques will create faith, rapport and engagement between employers and employees. The informal performance appraisal can be done by way of discussion of current job performance, obtaining feedback in response to an event at work, formulating goals for the next month/year, changing/modifying goals during a campaign, outlining god work habits, giving praise on a specific action, administering a self evaluation , pointing out strengths and achievement of milestones etc. In Railway this can be achieved by using the technique of observation, feedback from employee and employer, by engaging in daily conversation with the employee at work place that may motivate and focus them at work, obtaining daily/weekly progress report, showing the number of errors committed by an employee on his/her assigned task by the employer with an intention to give an employee the chance of rectification. On the other hand, the formal Performance Appraisal System is structured and scheduled evaluations that follow a predefined process and criteria. It usually involves setting of the concept of SMART (Specific, Measurable, Achievable, Relevant and Time-bound) goals, reviewing progress and outcomes, rating performance and providing feedback and recommendations. It will have the periodical formal evaluation of the appraise by the appraiser. A performance review is a formal and regulated assessment mechanism in which employers assess the work performance of an employee. In this type of performance evaluation the employer or the appraiser shall know about the circumstances under which he or she has worked and the type of difficulties he or she has experienced in discharging duties. The employee concerned shall also understand how he/she is responsible in some achievements and non-achievements and the consequences thereof. The purpose is to learn more on the strengths and weakness of an employee to give constructive feedback for skill development in the future and assist in goal

setting. It does not mean for reprimand of an employee but to give him/her a scope for rectification in future. We can observe that the potential capacity of an employee is hardly reflected in the Performance Appraisal Report of an Organization especially in Public Sector Enterprises like Indian Railways as a result an employee cannot understand his/her personal traits, competencies and values he/she may have extended to the organization that forms the self concept of an employee. If an organization wants to exploit the potential capabilities of an employee then motivation is essentially needed. The most effective means of motivating an employee in an organization especially in Public Sector Enterprises like Indian Railways by way of providing training, promotion, financial incentives and these strategies have been proven to contribute happiness and satisfaction to employee, thus improving their morale and attitude towards work. Performance Appraisal System is the best policy to identify the need of motivation factor of an employee. Employees in Public Sector Enterprises (PSEs) in India cannot be treated as Government employees as such PSEs are partially government undertakings and Department of Public Enterprises (DPE) is the nodal Department for issuing policy guidelines concerning Central Public Sector Enterprises (CPSEs). An HR department is an essential component of any business, regardless of the size of an organization. It is tasked with maximizing employee productivity and protecting the company from any issues that may arise within the workforce. Today most of the Indian companies felt the need of HR Specialization to deal with the problems and issues faced by a company whether big or small. Every company in India needs to implement the planned and effective communication between employees and employer with a view to achieve the desired goals of it. HRM in Indian Railways is managed by officers of Indian Railway Personnel Service which was created on 01.01.1976 that deals with HR issues of employees working in Indian Railways viz. staffing and employment , training and development, employee services and benefits, labour and industrial relation, welfare conditions and work environment of employee , health services, corporate enterprise group etc. The performance appraisals are essential for the growth of a company and the employee that helps the company to find out whether the employee is being productive or is a liability and it helps the employee to find out where his/her career is heading. Thus the concept of the “Performance Appraisal” will pave the way to us in understanding the issues and concerns of the employees and employers of an organization.

DEFINATION

The “Performance Appraisal” is not a new phenomenon. It is a very ancient art and might well lay claim to being the world’s second oldest profession. The early evidences of appraisal system can be traced back to Robert Owen’s New Lanark Textile Mills in Scotland in the year

1800 where a colour display was used as a means to differentiate an employee's performance (Grint, 1993) . The main aim of the Performance Appraisal System then was to improve and motivate performance , encourage competition and possible reward for good work performance. Ancient Hinduism believed in performance appraisals but with a twist. They had an automated process for it , which worked brilliantly, flawlessly and beautifully , across lifetimes and centuries. It was called the law of cause and effect or "karma". Today , the Central Public Sector Enterprises in Indian especially, **MINIRATNAs, NAVARATNAs , MAHARATNAs** of the Government of India have adopted a successful strategy of better employee-employer relationships by effective utilization of human resources by using the techniques of creating competency, commitment, culture and systems to increase productivity of the companies through efficiency, timelines, quality and job satisfaction of the workforce by developing Performance Management System (PMS) by redefining PMS for transparency and fairness evaluation parameter, weight, age system, linkage with training needs analysis, critical incidents reporting, Key Result Areas (KRA) directory, coaching and counseling, linkage of development plan with PMS i.e. Performance Related Pay (PRP) by adopting bell curve approach. To ascertain whether an employee puts his or her best performance on a given job, Performance Appraisal or employee assessment is very important. In older times the Performance Appraisal was used to decide the salary/ wage, allowances of an individual employee. A good Performance Appraisal may be defined as a structured formal interaction between a subordinate and the supervisor; it usually takes the form of a periodic interview, in which the work performance of the subordinate is examined and discussed to identify the scope for improving the skills development. The Performance Appraisal refers to all those procedures that are used to evaluate the personality, the performance or the potential of its Group members. The Performance Appraisal is a method of evaluating the behaviour of employees in the work place, normally including both quantitative and qualitative aspects of performance. Performance refers to the degree of accomplishment of the tasks that make up an individual's job. It is the assessment of an individual's performance in a systematic way, the performance being measured against such factors as job knowledge, quality and quantity of output, initiative, leadership abilities, supervision dependability, co-operation, judgement, versatility, health and the like. Assessment should not be confined to past performance alone. Potential of the employee for future performance must also be assessed. It is the systematic evaluation of the individual with respect to his or her past performance on the job and his or her potential for future development. It is a formal, structured system of measuring and evaluating an employee's job related behaviour and outcome to discover how and why the employee is

presently performing on the job and how the employee can perform more effectively in the future so that the employee, organization, and society can benefit. Every industry or business establishment aims at optimizing their manufacturing level or the profit. They have their own distinct culture that prompts it to frame the working style and other personnel activities. In our country only few organisations have found out the importance of a Personnel Department, which plays a key role in maintaining industrial peace within the organisation. They can increase mutuality between an employee and his supervising officer, so that every employee feels comfortable working with his superior and thereby contributing his maximum to the organization. Performance Appraisal is a mechanism for increasing communication between the employee and the employer. The history of Performance Appraisal system dates back to the First World War period, when U.S. Army used the man-to-man rating system to rate their subordinates. Since then the Performance Appraisal system has gained much acceptance and today most of the commercial concerns have instituted their own Performance Appraisal system. There are also some commercial institutions which prepares Performance Appraisal for other concerns. There are different types of employee appraisal systems such as rating by superiors, feedback on appraisal information, field review technique, rating by self and peer group, 360 degree Performance Appraisal System and so on. Among the various systems, the 360 degree Performance Appraisal System is the modern and widely accepted system. This system collects feedbacks from all around. The Key Result Areas (KRAs) are goals and tasks people accomplish as part of their jobs. These goals or areas improve workplace transparency and help to define the scope of an individual's work. As KRAs contain the expected objective, desired result and responsibilities of each role in the company, they can guide individuals and give people direction while working. Companies create KRAs for each role, and managers usually assess whether an individual has been able to achieve them through performance assessment exercises. There is no universally acceptable KRA format, and it can vary per the industry, organization or even within different teams of the same company. Besides the goal, KRA documents also usually include details on how to measure performance and the knowledge or tools required. The KRA can be prepared by using the factors like (i) selection of relevant organizational Key performance indicators (KPIs) ; (ii) identification of the most relevant objectives ; (iii) setting a realistic target and timeline ; (iv) defining of performance standards ; (v) listing of the resources required ; and (vi) writing of all information and share it among all the relevant individuals such as supervisors, team members, HR leaders and new employees, to set the right expectations. In the Indian Railway, the Annual Performance Appraisal Review (APAR) system is a vital component of Human Resource Management

(HRM) earlier it was known as Personnel Management for contributing to the overall efficiency and effectiveness of the railway workforce. The Annual Performance Appraisal Report (APAR) system in the railway industry is a formal mechanism for evaluating the performance of railway employees over a specific period, usually a year. The APAR system is intended to provide a comprehensive assessment of an employee's work, conduct, capabilities, and overall contribution to the organization. The main features and purposes of the APAR system include:-

- **Performance Evaluation**: It assesses an employee's achievements, strengths, weaknesses, and areas for improvement against predefined objectives and performance criteria.
- **Career Development**: APAR plays a crucial role in identifying training needs, career planning, and potential promotions by highlighting the employee's skills and competencies.
- **Transparency and Accountability**: It ensures that the evaluation process is transparent and holds employees accountable for their performance, encouraging them to meet organizational standards and expectations.
- **Feedback Mechanism**: APAR provides structured feedback from supervisors, helping employees understand their performance levels and areas requiring enhancement.
- **Decision-Making Tool**: It assists the management in making informed decisions regarding promotions, increments, transfers, and other personnel actions based on documented performance records.
- **Compliance and Fairness**: The system aims to ensure that performance evaluations are fair, consistent, and compliant with organizational policies and guidelines.

CHAPTER "3"

Management Process of Performance Appraisal

TE PROCESS OF PERFORMANCE MANAGEMENT SYSTEM (PMS):

The Performance Appraisal is a process of management that involves several steps that have to be followed by the management to maintain employee – employer relationships. It involves the following steps: -

- ***Establishment of Performance Standards***:- The performance standards are set to ensure achievement of departmental goals and objectives and the overall strategy and objectives of the organization, by formulating the concept of "SMART" , specific, measureable, achievable, relevant and time bound , decided by the Apex Body of the Railway i.e. General Manager and Departmental Head of the Zonal Railways.

- ***Communicate performance standards***: - In order to be effective, performance standards shall be clearly defined and communicated among all the employees and employers of the management of the Railways.

- ***Measuring performance*:-** Performance Appraisal can be used as a means of measuring performance and it is a success- oriented strategy. It helps the people to work succeed through Monthly Progress Report (MPR) , Performance Progress Report (PPR) , Periodical Confidential Demi Official (PCDO) , Monthly Confidential Demi-Official (MCDO).

- ***Compare actual performance to performance standards***:- In this step actual performance is to be compared with the performance standards and documentation shall highlight actions and results by identifying and checking the Key Performance Indicators (KPIs) by analysis of data, using technology etc..

- ***Discuss the appraisal with the employee***: In this step, the management shall discuss the appraisal with the employee and its affiliated Unions and employer to identify the weakness areas and to develop the corrective action by SWOT analysis and also to find out the aspects of the strength of the areas.

- ***Improving performance*:-** Building a climate of success involves taking specific steps to improve the performance of individuals in teams by utilizing the right man at right time at right place , without taking any whimsical decision transferring employees from one place to another by the management.

- ***Exercising leadership*:-** Leadership is getting things done with people. It is about encouraging and inspiring individuals and teams to give their best to achieve a desired result. It is necessary to motivate the individuals in their team to develop good team work, the task of which primary goes to the Top Level Management , Middle Level Management and Lower Level Management of Railways to motivate employees.
- ***Implement personal action*:-** After analysis and evaluation of performance appraisal, the management will decide on implementation model by giving some sort of reward to employees by giving promotion or takes corrective action like termination of services of some of the employees and employers or to give the chance of rectification. It can be shown by the following flow diagram:

• Establishment of Performance Standards
• Communicate performance standards
• Measuring performance
• Compare actual performance to performance standards
• Discuss the appraisal with the employee
• Improving performance
• Exercising leadership
• Implement personal action

Flow Chart diagram – 3.1

DIFFERENTIATING THE CONCEPT OF THE PERFORMANCE APPRAISAL FROM THE RELATED CONCEPTS :

Evaluation is different from judgment, the former being concerned with performance, and the latter with person. Evaluation deals with achievement of goals while judgement is a personality assessment. The earlier concept of merit rating is replaced by the concept of Performance Appraisal Merit rating was decided by personality traits such as leadership, ability to get along

with others, decisiveness, creativity, industry, judgment, initiative and drive. Personality measurement is dangerous because it is more or less equal to judgment. But the Performance Appraisal focuses on work – oriented activities such as job knowledge, accuracy, clarity analytical mind, ability to carry on operations logically, competence, contribution and commitment. In short, the merit rating focuses on '***what he is' whereas the Performance Appraisal focuses on 'how he performs'***. Performance Appraisal helps the employee to realize his or her potentials. There are differences between "**Performance and Potential"**. The "***Performance***" is the result of production of output on the input of the task which can be observed or evaluated whereas the ***"Potential"*** refers to the employees' abilities to fit themselves for their future role. This potential for promotion has to be identified by a "Good Performance Appraisal System" free from any biasness of the Supervisors and Officers concerned. The promotion potential can be identified by methods of psychological tests, assignments, peer group and self assessment, action of learning programmes and so on. The terms ***Performance Appraisal*** and ***Performance Management*** are used as carbon copy of each other but still there is a difference between them. The ***Performance Management System*** includes the ***Performance Appraisal and Review Schemes*** as a central part of the process. The main difference between them can be stated as follows:-

- **Frequency**: Performance appraisal is typically conducted annually or semi-annually, whereas performance management is a continuous process.
- **Scope**: Performance appraisal focuses on past performance and specific periods, while performance management is forward-looking and ongoing.
- **Approach**: Appraisal is often a formal, standardized evaluation process, whereas management involves ongoing coaching, feedback, and support.
- **Outcome**: The outcome of an appraisal is a performance rating or score, whereas performance management aims at overall employee development and organizational growth.

The purposes of the ***Performance Appraisal & Review System*** are used for performance evaluation an employee against predefined standards and objectives. It involves assessing how well an employee has performed over a specific period that provides structured feedback to employees about their performance, highlighting areas of strength and areas needing improvement for which documentation of the performance levels of employees is needed for making informed decisions about promotions, compensations, transfers, and sometimes terminations and on the basis of the appraisal outcomes, future performance goals can be set,

aligning individual objectives with organizational goals which acts as a motivational tool, where recognition of good performance encourages employees to maintain or improve their performance. On the other hand, the purposes of the ***Performance Management*** are used for continuous improvement of the ongoing process to improve the employee performance through regular feedback and developmental activities that ensures that individual performance is aligned with the strategic goals of the organization, such alignment helps in achieving organizational objectives more effectively by focusing on the development of employees by identifying training and development needs and creating opportunities for skill enhancement by fostering employee engagement and commitment by involving them in the goal-setting process and keeping them informed about their contribution to the success of an organization and it allows for adaptability and flexibility in managing performance by continuously reviewing and adjusting goals and strategies in response to changing organizational needs.

CHAPTER "4"

GUIDING PRINCIPLES OF PERFORMANCE APPRAISAL

THE GOLDEN RULES OF GUIDING PRINCIPLES OF PERFORMANCE MANAGEMENT:

The Management at the time of finalizing any Performance Appraisal of an employee and employer which is not an easy task and for finalization of APAR, some golden points are required to be kept in mind. Such golden points are listed below:

- Employees and workers will work hard when they feel that they are "important" for the organization.
- Employees and workers will work hard when they are "clear" on what they are expected to do when they are advised to pass their opinions.
- Employees and workers will work better when they are "experiencing" success in the tasks they are assigned to do.
- Employees and workers will work better when they feel that the organization provides adequate opportunities for their performance to be recognized and rewarded by the management.
- Employees/Workers will work better when they could understand that their organization is providing them an opportunity to develop and utilize their capabilities to the maximum extent.
- Employees and workers will have a high level of commitment when they feel that their organization is willing to invest time and other resources for the development of its people.
- Employees and workers will work better when they are being trusted and treated with dignity.
- During performance review, employees and workers must receive feedback on their strengths and areas of weakness that need their improvement.
- Care shall be taken by the management to review the performance of an employee/worker properly, as if it is not evaluated properly , it can contribute to employee and worker de-motivation.
- The mangers must avoid the attitudes of biasness and favouratism as it will create loss of motivation and trust among the employees and workers.

According to Armstrong (2014) during Performance Appraisal following 12 Golden Rules shall have to be followed by the Management, which is shown by the following Flow Chart Diagram:

Be Prepared
Work on a clear structure
Create the right atmosphere
Provide good feedback
Use time productivity
Use praise
Let individuals do most of the talking.
Invite self-assessment
Discuss performance, not personality
Encourage analysis of performance
Do not deliver unexpected criticism
Agree on measurable objectives and a plan of action

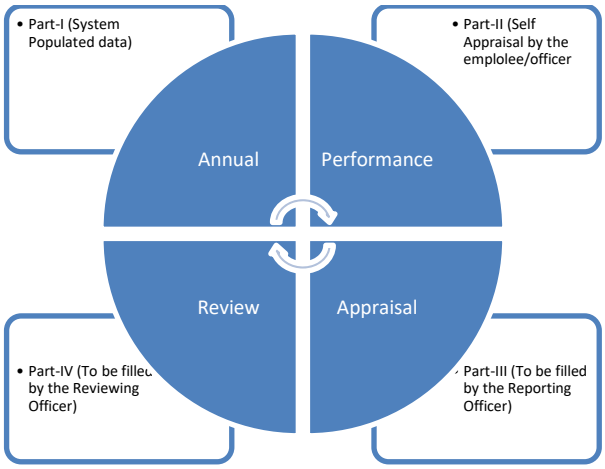
Flow Chart Diagram- 4.1

The Performance Appraisals can be very useful if it recognizes the above management considerations during performance.

FORMAL VS INFORMAL PERFORMANCE APPRAISAL:

Performance Appraisal could be formal or informal. Formal appraisals usually occur at specified time intervals- once or twice a year. Formal appraisals are most often required by the organization for the purpose of employee evaluation.. The formal appraisal is most often used

as primary evaluation. An informal assessment is mainly driven by the performance of an employee or worker over an unspecified timeframe. The informal appraisal is very helpful for better performance feedback. It is intended on being structure and pre-scheduled. Informal Performance Appraisal can occur whenever the supervisor feels the need for communication. Discussions can take place anywhere in the organization, ranging from the manager's office to the canteen. Informal Performance Appraisal is a continuous process of feeding back information to the subordinates about how well they are doing their work in the organization. The Informal Performance Appraisal is conducted on a day to day basis. Many organizations encourage a mixture of both formal and informal appraisals.The Indian Railways have modified the existing nomenclature of the Annual Confidential Report (ACR) to Annual Performance Assessment Report (APAR) that consists of personal data as well as assessment of the performance of the official including integrity, attitudes, leadership qualities, capacity to shoulder higher responsibilities, professional knowledge etc., that plays an important role in getting promotion to non-selection post. Administrative Reforms Commission in their 10th Report had recommended that the Performance Appraisal System for all services be made more transparent and consultative. In Government offices like Indian Railway, the APAR consists four parts which is shown by the following Flow Chart Diagram:


• Part-I (System Populated data)
• Part-II (Self Appraisal by the emplolee/officer
Annual
Performance
Review
Appraisal
• Part-IV (To be filled by the Reviewing Officer)
• Part-III (To be filled by the Reporting Officer)

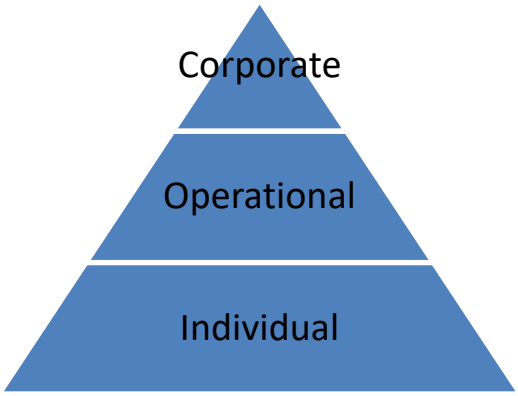
Flow Chart Diagram -4.2

Today, the APAR in Indian Railway is executed through online portal known as Human Resource Management System (HRMS).

OBJECTIVES OF PERFORMANCE APPRAISAL SYSTEM:

The quality, productivity and profitability of an organization mainly depends on the contribution of each and every employee as well as the employer of the organization. The primary objectives of performance appraisals are to assess and evaluate the performance of an employee that provides feedback on areas of strengths and weakness and those areas need for

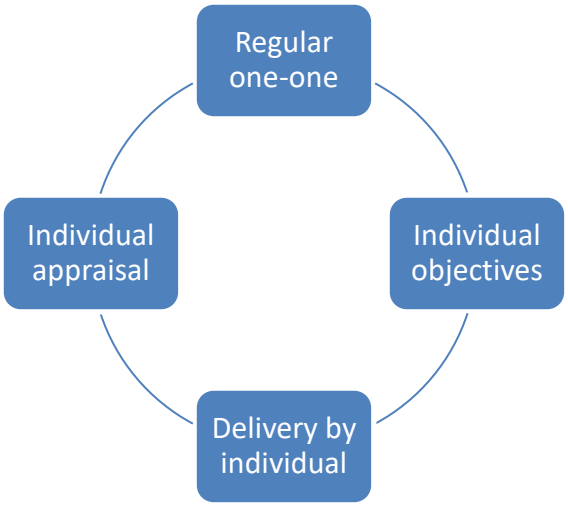
improvement. It sets the performance goals and make decisions regarding employee development and career growth. Performance appraisals serve as a cornerstone in India that intends to create a win-win situation, as it provides opportunity to employees for feedback, recognition and growth, while enabling organizations to align their workforce with their strategic goals. The U.K. based Cambridgeshire County Council is responsible for public services like education, transport, highways, heritage, social care, libraries, trading standards and waste management. The Council has clarified their objectives of performance review as looking backward on what has been accomplished; looking forward to what needs to be accomplished; identifying how individuals can be helped to improve their contribution in their present jobs and clarifying the job holder's career prospects, aspirations and intentions. The Golden Thread of performance management will ensure that the outcomes, plans and measures at all levels of the Combined Authority are aligned to the Corporate Strategy which is illustrated by the following Flow Chart Diagram:



The Golden Thread of performance management.

Flow Chart Diagram-4.3

At the Bottom Level is Individual :



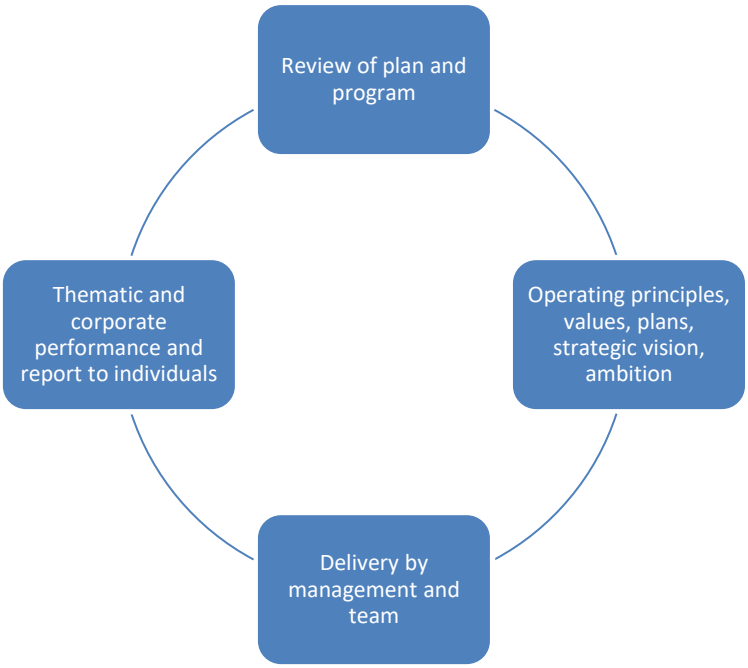
Flow Chart Diagram -4.4

At the middle is Operational:

Data and evidence to form operational plan
Strategic framework, plan and service
Delivery by management and team
Program Evaluation and report

Flow Chart Diagram- 4.5

At the Corporate level :


Review of plan and program
Operating principles, values, plans, strategic vision, ambition
Delivery by management and team
Thematic and corporate performance and report to individuals

Flow Chart Diagram- 4.6

Summary of Thread of performance management result:

Flow Chart Diagram- 4.7

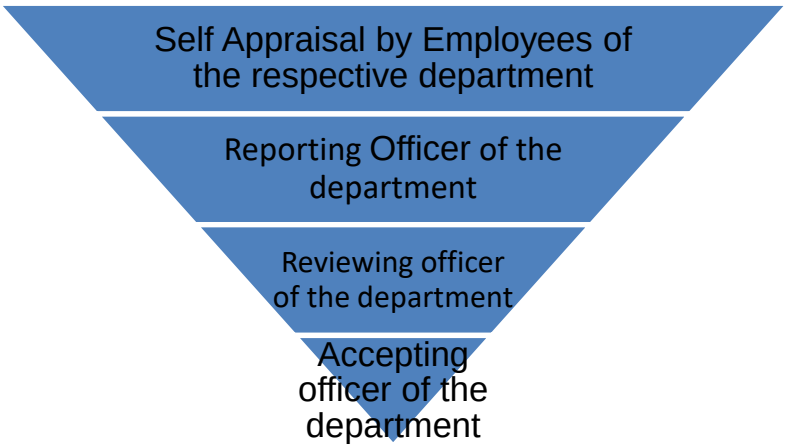
The researcher has wanted to state some objectives of the Annual Performance Appraisal and Review System of the Railways Management for better appreciation:

- To understand the effectiveness of the Performance Appraisal System followed in Indian Railways.
- To examine the Performance Appraisal System by diagnosing the strength and weakness of the excising system.
- To find out the opinion of the employees about the present system of the Performance Appraisal System.
- To ascertain the awareness level among the employees about the Performance Appraisal System.
- To know the ways to improve the Performance Appraisal System of the Railways.

In any Organization the authorities concerned have followed the three types of Performance Appraisal Systems (PASs) on the basis of the purpose or objectives of it. They are "Remedial", "Maintenance" and "Developmental" PAS. The Remedial PAS works as a disciplinary tool; the Maintenance PAS aims to gain the short term aspect and he Development PAS can be used for achieving the long term future planning. The entire three PASs have to be given equal importance while preparing a PAS of an organization. The Indian Railways have also adopted the concept of corporate strategy accordingly has developed the Annual Performance Appraisal System (APAR) in online portal known as HRMS that serves the following objectives:

- To improve the performance of the employees, workers and employers who are working in their respective current assigned job during a financial year.
- To assess the potentialities of the employees and employer working in an organization and to prepare such employees and employers appropriate feedback and guidance for future possible opportunities in service.

The Structure of the Annual Performance Appraisal and Review System in the Railway is in the form of inverted pyramid, which is shown below the Flow Chart Diagram:


Self Appraisal by Employees of the respective department
Reporting Officer of the department
Reviewing officer of the department
Accepting officer of the department

Flow Chart Diagram-4.8

The above inverted pyramid structure is applicable in Railways for employees and workers whose Pay Level is 6 onwards. From the Pay Level- 1 to 5 of employees and workers in Railway Self Appraisal by employees and workers are not needed; their performance assessment is assessed directly by the Reporting Officer their department where they are working. The Structure of the Annual Performance Appraisal and Review System in Railway of such employees and workers of Pay Level- 1 to 5 is shown in the Flow Chart Diagram as follows :

Flow Chart Diagram- 4.9

The Reporting Officer of the Railway should have a very clear perception upon the objectives of the APAR and such officer should be developmental not judgmental. APAR is an indicator of the achievement of the officer, and not be treated as a tool to control or discipline on

employees working under such officers. The obligatory duty of the Reporting Officer and the Reviewing Officer is to:

- Translate the organizational goals into individual job objectives.
- Communicate performance achieved by the department by utilizing the employees working under the reporting officer.
- Provide feedback to the employees on their job performance in the light of the principles of good governance.
- Arranging Training & Development of the employees by coaching, mentoring etc., to achieve the goals of the department and good governance.
- Assess the strengths and weakness of the employees and workers and advises them for rectification of the areas of weakness,
- Determine the type of developmental activities that are needed to help the employees and the workers for better utilization of their skills and attitudes to improve performance on the current and the future job by diagnosing those area of weakness.

THE IMPORTANT CHARACTERISTICS OF THE EFFECTIVE PERFORMANCE APPRAISAL SYSTEM OF AN ORGANISATION.

SYSTEM:

A Performance Appraisal system shall be stated to be effective as the management will obtain a number of important and vital decisions, on the basis of rating/scoring given by the Reporting and Reviewing Officer on the Self appraisal of the employee and the tasks performed during a financial year. The Appraisal system is effective as it contains the following characteristics.

- **Reliability and Validity**: Appraisal system will provide consistent, reliable and valid information and data that can be used to defend the organization, even in legal challenges as it gives an opportunity to the employee and employer, if not satisfied with the remarks of the Reporting and Reviewing Officer.
- **Relatedness to Job:** The appraisal technique should measure the performance and provide information in job related activities/areas of an employee and employer based on the Self Appraisal of an employee and employer.
- **Standardisation**: Appraisal forms, procedures, administration of techniques, ratings etc., should be standardised as appraisal decisions affect all employees and employers of the group.

- **Practical viability**: The Appraisal techniques should be practically viable to the administer for easy implementation in promotion, transfer, hire and fire of employees and employers based on their effectiveness in the organization.
- **Legal provisions**: It should have compliance with the legal provisions of the country.
- **Open Communications**: The Appraisal techniques will permit both appraiser and appraise to know about the areas of strengths and weakness, gaps and prepare themselves for future.

profitability of the organization in a labour oriented country and not in for accomplishing the personal gain of the certain managers, then it it can be used for developing employees as well as workers in an establishment as valuable resources and to give promising results of it. In case, the PAS is implemented by the management in whip, it may collapse the mission and vision of the organization. If the Performance Appraisal System (PAS) is used for enhancing the productivity and

Performance Appraisal System in Indian Railways: In Indian Railway, the APAR is used as a tool that provides basic and vital inputs for further development of an employee or an officer. It is used for training and development, career progression rather than a mere judgmental exercise, for which three Tiers or four Tiers evaluation of the assessment of an employee is being made.In Indian Railway APAR is considered as an important document that provides the basic and vital inputs for assessing the performance of an employee and officer necessary for further career advancement . The Reported Officer , the Reporting Officer and the Reviewing Officer should, therefore, undertake the duty of filling out the form with a high sense of responsibility by following the concept of impartiality. APAR is used as a tool for human resource development in Railway. Reporting Officers, therefore, should realize that the objective is to develop an employee and officer so that he or she can realize his or her true potential capacity. The APAR is not meant to be a faultfinding process of employee and officer but that of a developmental one. The Reporting Officer and the Reviewing Officer should not hesitate to assess the shortcomings as pointed out by the Reported Officer in the matter of performance, attitudes or overall personality of an employee and officer as reported upon. The items mentioned in the APAR form shall be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities. In case the Reviewing Officer is of the opinion that the Reporting Officer had made the report without due care and attention by proper assessment of the performance of an employee or an officer, it has become the duty of such officer to record a disagreement remark to that effect in Part – IV of the APAR. Every answer shall be

given in a narrative form. The space provided indicates the desired length of the answer. Words and phrases should be chosen carefully and accurately, in simple and unambiguous language. Without using the omnibus expressions like 'outstanding', 'very good', 'good', 'average', 'below average' while passing against any of the attributes. The APAR is a year-end exercise used as a tool for human resource development and so the Reporting Officer shall at regular intervals review the performance and take necessary corrective steps by way of advice, etc. It shall be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behaviour and potential, and shall be confined to the appraisee's performance only during the period of reporting.

PROCEDURES FOLLOWED IN INDIAN RAILWAY:

In Indian Railway, for non-gazetted employees, the APAR form consists of four Parts:

Part-I	Personal data of the employee working in the department.
Part- II	Self appraisal of the employee, commencing from Pay Level- 6 onwards.
Part- III	APAR assessment by the Reporting Officer.
Part-IV	APAR assessment by the Reviewing Officer, which shall be accepted by the Accepting officer.

Table :- 4.1 of APAR Steps followed in Railway

Flow Chart Diagram-4.10

Part-I of the APAR is the Personal Data of an employee which is initiated by the Bill Preparing Section of the HR department , where name , date of birth, pay, educational qualification , date of appointment etc., of the employee is available in online mode of HRMS Portal.

Part-II of the APAR is the Self-Appraisal of the employee of Pay Level- 6 onwards which is being filled up by the employee duly furnishing his or her assigned duties during the financial year, special achievement during the year he or she had obtained etc.

Part-III of the APAR is the Assessment by the Reporting Officer that contains agreement/disagreement of Part-II, character of habits, punctuality, health, leave taken during the year, neatness , obedience, abilities, intelligence, keenness etc., power of expression, organizing ability, extracurricular activities, any type of show-cause was issued etc., and finally Grading is being passed.

Part-IV of the APAR contains the remarks of the Reviewing Officer clearly specifying whether he or she is agreed or not on the remarks of the Reporting Officer and if needs necessary modification can be made before awarding the Grading to the employee etc., which is then forwarded to the Accepting Officer for acceptance.

The remarks against the integrity column shall be made by the Reporting Officer in one the three options namely (i) beyond doubt ; (ii) since the integrity of the officer is doubtful, a secret note is attached ; and (iii) not watched the officer's work for sufficient time to form a definite judgment but nothing adverse has been reported to me about the employee / officer.

In the APAR form, there is also a provision for submitting representation by an aggrieved employee on the assessment of the APAR, which will have to be submitted within a given time period, after which no one can submit such representation.

Feedback on Appraisal Information:

There have always been criticisms of performance appraisal system in Government departments including Railways. The problem is not with the process and the system devised but the officers associated in execution of the task of the APAR. Even in today's transparent performance appraisal system, there are officers who consider it as a tool to control and punish the employees and subordinate officers. The senior officer must consider them not as subordinates but as team members whose performance and development is the responsibility of the entire department. The APAR shall be a culmination of regular observation of performance of team members. There are exemplary Chief Executives who make it a point to remember the team members whom they come into contact frequently. Such officers should build a good team and they must remember that "People who feel good about themselves perform better". Therefore, a feedback has been developed by the departments of the Government of India by which the appraisee is informed about his strong and weak points and provided an opportunity to defend himself in terms of constraints or weaknesses. This system leads to greater satisfaction and higher work performance due to participative approach. The goal of the appraisal shall be to improve the future performance and, therefore, Performance Appraisal should be made as a continuous process rather than 'once-a-year'. In India Railway, the APAR Ssytem of employees that are sent in online through HRMS portal a "Representation"

provision is there. The officer reported upon may have the option to give his comments on the APAR which shall be restricted to the specific factual observations contained in the APAR leading to the assessment of the officer in terms of attributes, competency and output. If comments are submitted, the Reporting , Reviewing and Accepting Authority shall have the option to accept them and modify the APAR accordingly. If the comments are not acceptable , the views of the Reporting or the Reviewing or Accepting Authority shall be communicated with reasons to the employee or officer reported upon. Thereafter, only if the officer reported upon so desires, he may request for the matter to be forwarded to the Referral Board. The representation shall be confined to errors of facts and nothing else. The Referral Board shall give clear findings on the representation and take a final decision on the assessment, including the overall grading in regard to the parameters affected thereby. The decision along with details in case an entry is upgraded or down-graded with, reasons for same may be recorded in the APAR and the same communicated to the officer reported upon. The decision of the Referral Board shall be final. After implementation of the Right to Act'2005 and various judgements of the Courts as well as that of the Supreme Court of India, the Government of India have decided that there shall be more openness in the system of appraisal and the APAR including the overall grade and integrity must be communicated to the employees and officers reported upon after it has been finalized by the accepting authority, so that in a case where the employee or the officer is not satisfied with the decision of the Accepting Authority assessed on his or her APAR, he or she can submit representation duly explaining the reasons for disagreement and even if the representation has not been considered, the employee or officer concerned can go to the courts for relief.

Chapter-"5"

METHODS AND TECHNIQUES USED IN PERFORMANCE APPRAISAL

METHODS APPLIED IN THE PERFORMANCE APPRISAL OF EMPLOYEES:

The different Types of the Employee Appraisal Systems followed in an Organization depends on the requirement of the organization and **who** is doing the appraisal and **how** it is being assessed the Annual Performance Appraisal and Review of employees , it can be categorized as under :

(A) **Traditional Methods: -** The traditional methods of Performance Appraisal focus on the ability to take initiative, leverage resources, and perform tasks with innovation and creativity employees'. Employees are also evaluated based on their leadership qualities, interpersonal skills, intelligence, and integrity and it includes the methods of -

(i) Checklist method;
(ii) Rating Scale Method;
(iii) Field review technique ;
(iv) Ranking Method;
(v) Essay Method;
(vi) Critical Incidence Method ;
(vii) Graphic Rating Method;
(viii) Paired Comparison Methods;
(ix) Forced Distribution Method;
(x) Confidence Report writing method ; and
(xi) Forced Choice List Method.

These methods are highly subjective. The performance appraisal is dependent on the appraiser's judgement, which is subject to favouritism and bias involving halo effect, leniency and strictness, central tendency. Because the reviewer has not gotten enough job training, he or she is unable to effectively assess the performance of others.

(B) Modern Methods:- The Modern Methods are more inclined towards the job achievement and evaluation of the work results. These methods are best suit for the organizations faced with pacing and rely on the performance, results, and employee productivity which includes the methods of -

(i) Psychological Appraisal;
(ii) Behaviourally Anchored Rating Scales (BARS) method;

(iii) Management By Objective (MBO) method;

(iv) Assessment Centre Method;

(v) 720 degree method;

(vi) Group or team appraisal method;

(vii) Human resource accounting method;

(viii) 360 degree feedback appraisal method;

(ix) Potential Appraisal Method; Self Appraisal Method; and

(x) Cost Accounting method

(C) Techniques used in PAR system:

Field Review Technique:- It is an unconventional performance appraisal method used in critical situations in which HR departments may have got information or have significant doubt that the observations of the manager is biased i.e. negative or positive. In this technique, the appraiser goes to the field (e.g. shop-floor) and obtains the information about work performance of the employee by way of questioning the said individual, his peer group, and his superiors. The information received about 'how he is performing' helps the appraiser in defining the profile of the employee.

State Ranking Method: - It is an approach of assessment of performance an employee based on basic and dated. In this framework the employee and the output achieved are seen as a single unit. The appraiser scouring/rating achieved by all the employees based on their overall performance on the project and each item is ranked from the best to worst based on questionnaire. The rater first categorizes the employees with the highest performance and then the employees with the lowest performance in that particular assigned job category and rates the former as the best and the later as the worst. Then the rater selects the next highest and next lowest and continues until the manager rates all the employees in that group. Ranking can be relatively easy and inexpensive but its reliability and validity may be doubtful. It may be affected by rater bias because of varying performance standards. Ranking also means that somebody would always be in the back bench. It is possible that the low ranked individual in a group may turn out to be a superstar in another group, which is being occasionally found in the Government organization like Indian Railways. The most important limitation of the state ranking method is that the size of the difference between individuals is not well defined. For example, there may be a little difference in performance between individuals ranked second and third, but a vast difference between those ranked as 3^{rd} and 4^{th}. The technique

is highly subjective and this approach is used to determine the true value of an employee only and lacks the kind of objectivity.

Check List Method:- The check is a simple rating technique in which the supervisor is given a list of statements or words and is asked to check statements representing the characteristics and performance of each employee. Under this conventional method of PAR, the HR creates a checklist and sends it to the management that contains a set of questions to which the manager should respond with closed questions of "Yes or No". The management shall evaluate the questions, the employee and the responds based on their assessment of the employee, where each questions are assigned a number score depending on how crucial they are to work efficiency. As a result, the appraisal Grade is calculated by adding the ratings for all these distinct elements. There are three types of check list methods viz., simple check list, weighted check list and forced choice method, which are explained as follows :

(a) Simple check list: The check list consists of large number of statements concerning employee behaviour. The rater checks to indicate if the behaviour of an employee is positive or negative to each statement. Employee performance is rated on the basis of number of positive checks. The negative checks are not considered in this method. A difficulty often arises because the statements may appear to be virtually identical in describing the employee. The words or statements may have different meanings to different raters.

(b) Weighted check list: The weighted check list method involves weighing different items in the check list, having a series of statements about an individual, to indicate that some are more important than other. The rater is expected to look into the questions relating to the employee's behaviour. Usually weights are not given by the rater but by someone else. Weighted performance score is compared with the overall assessment standards in order to find out the overall performance of the employee. This method is expensive and time consuming. Though this is evaluative as well as developmental, the rater does not know the items which contribute most to successful performance.

Forced Choice Methods:- It is a method of performance appraisal in which the rater has to make a forced choice between the available characteristics, about the employees. It is in the form of a survey questionnaire. In this method, different categories of performances are set; the proportion in each category need not be symmetrical. All the employees are

placed under any one of these categories. The raters are given a set of multiple choice questions, from which they are to select one option and rate the employees. This list contains only positive or only negative set of choices of behaviors to choose from. This leads the employer to be in a situation in which, he or she is forced to choose only the negative or only the positive traits to attribute to the performance of an employee. Thus the supervisor, himself or herself does not know which the best answer among the choices available is. Many companies use this method of appraisal as it is considered to be a less biased way of appraising an employee. The supervisor doesn't have much of control over deciding whether the performance of an employee is good or bad as it provides a realistic scenario of the performance of an employee, rather than biasness where only the good or the bad boxes are checked. The supervisor will have to attribute any of the above categories to the performance of his/her employees. This is a difficult job and sometimes the employer is forced to make a decision which if not entirely, but closely relates to the behavior of his/her employee. For example, the question may ask the rater to forcefully choose any one of the following options available:

(a) Takes up challenges eagerly;
(b) Always comes up with a new idea;
(c) Leads and shows proper direction to each of its team member; and
(d) Understand the problem and provides valuable alternative solutions to it.

Narrative or Essay evaluation Method: In appraisal method the evaluator is asked to describe strengths and weaknesses of an employee's behaviour. Some companies still use this method exclusively, whereas in others, the method has been combined with the graphic rating scale, which is described as follows :

Graphic Rating: Graphic rating scales compare individual performance with an absolute standard. In this method, judgement about performance is recorded on a scale. This is the oldest and widely used technique. This method is also known as linear rating scale or simple rating scale. The appraisers are supplied with printed forms, one for each employee. These forms contain a number of objectives, behaviour and trait based qualities and characters to be rated like quality and volume of work, job knowledge, dependability, initiative, attitude, etc., in the case of workers and analytical ability, creative ability, initiative, leadership qualities, emotional stability in the case of managerial personnel. These forms contain rating scales. Rating scales are of two types, viz., continuous rating scale and discontinuous rating scales. In continuous rating scale the order is like 1,2,3,4

and 5 and in discontinuous scale the appraiser assigns the points to each degree. Performance regarding each character is known by the points given by the rater. The points given are added up to find out the overall performance. Employees are ranked on the basis of total points assigned to each one of them. One reason for the popularity of rating scale is its simplicity, which permits many employees to be evaluated quickly. A sample Graphic Rating Scale may be as under :

A Sample of a Typical Graphic Rating Scale					
Name : Department : Date :					
Quantity of work	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Volume of acceptable work under normal conditions					
Comments :					
Quality of work	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Thoroughness, work accuracy and neatness					
Comments :					
Knowledge on job	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Clear understanding of the facts or factors pertaining to the job.					
Comments :					
Personal qualities	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Personality, appearance, sociability, leadership, integrity					
Comments :					
Cooperation	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Ability and willingness to work towards common goal with associates, supervisors, subordinates					
Comments :					
Dependability	Outstanding	Good	Satisfactory	Fair	Unsatisfactory

Conscientious, through , accurate , reliable w.r.t. attendance, reliefs, launch periods, etc.					
Comments :					
Initiative	Outstanding	Good	Satisfactory	Fair	Unsatisfactory
Earnestness in seeking increased responsibilities Self-starting, unafraid to proceed alone					
Comments :					

Table – 5.1

Paired Comparison Method: Under this method, the appraiser ranks the employees by comparing one employee with all other employees in the group, one-at-a-time. This method results in each employee being given a positive comparison total and a certain percentage of the total positive evaluation. This percentage of positive comparisons gives the paired comparison method an advantage over other comparative methods (ranking and forced distribution).In this method, the names of the employees to be evaluated will be placed on separate sheets in a pre-determined order, so that each person has been compared with all other employees to be evaluated. The evaluator then checks the person he or she felt had been the better of the two on the criterion for each comparison. The number of times a person has been preferred is tallied, and the tally developed is an index of the number of preferences compared to the number being evaluated. Paired comparison does not force distribution of employees in each department. For instance, if a department has two outstanding employees and six average employees and paired comparison correctly utilised, then those two employees will get a much higher percentage of positive comparison than the other six. Paired comparison method can be used fairly easily where the number of employees is less. The number of comparisons required equals N(N-1)/2. This means that where the number is fairly large (for instance for 20 employees, 190 comparisons would be necessary). The technique may be time consuming. The limitation is that employees are simply compared to each other on total performance rather than on specific job criteria.

Critical Incident Evaluation Technique (CIET): - The term is used to describe a method of Performance Appraisal that uses list of statements which explains effective and

ineffective behaviours of employees. The lists are combined into categories which vary with the job. Once the categories are developed and statements of effective and ineffective behaviour had been provided, the evaluator prepares a log for each employee. During the evaluation period, the evaluator records samples of critical behaviour in each of the categories and the log is use to evaluate the employee at the end of the evaluation period. An example of CIET is furnished below :

The following performance areas are designed to assist you in preparing this appraisal and in discussing an individual's performance with her. It is suggested that areas of performance that you feel are significantly good or poor be documented below with specific examples or actions. The points listed are suggested as typical and are by no means all-inclusive. Examples related to these points may be viewed from either a positive or negative standpoint.
1. Performance on Technology of the Job A. Safety Effectiveness—possible considerations: 1. sets an excellent safety example for others in the department by words and action 2. trains people well in safety areas 3. gains the cooperation and participation of people in safety 4. insists that safety be designed into procedure and processes 5. is instrumental in initiating departmental safety program 6. accepts safety as a fundamental job responsibility. B. Job Knowledge—Technical and/or Specialized—possible considerations: 1. shows exceptional knowledge in methods, materials, and techniques; applies in a resourceful and practical manner 2. stays abreast of development(s) in field and applies to job 3. "keeps up" on latest material in her special field 4. participates in professional or technical organizations pertinent to her activities.
2. Performance on Human Relations A. *Ability to Communicate*—possible considerations: 1. gives logical, clear-cut, understandable instructions on complex problems 2. uses clear and direct language in written and oral reporting 3. organizes presentations in logical order and in order of importance 4. provides supervisor and subordinates with pertinent and adequate information

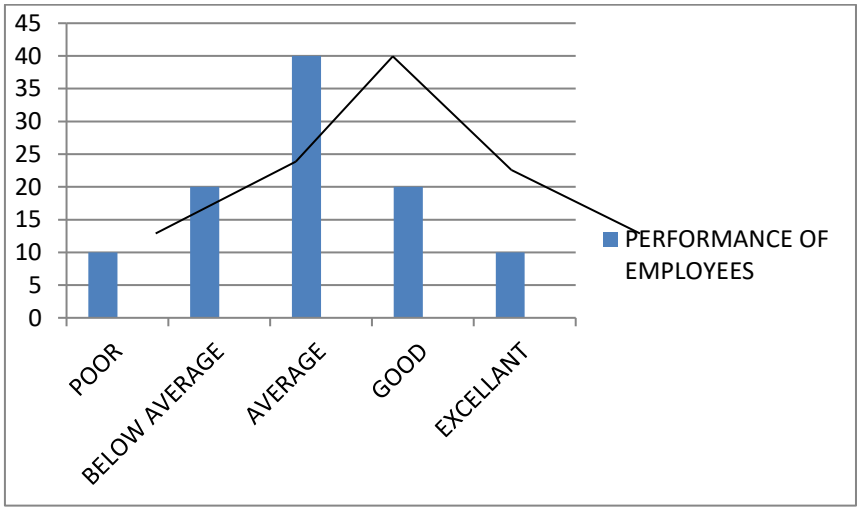
5.	tailors communications approach to group or individual
6.	keeps informed on how subordinates think and feel about things.
B.	*Results Achieved through Others*—possible considerations:
1.	develops enthusiasm in others that gets the job done
2.	has respect and confidence of others
3.	recognizes and credits skills of others
4.	coordinates well with other involved groups to get the job done.

Table: - 5.2

Forced Distribution Method: - It is one of the method of assessment of performance of employees that needs a predetermined percentage of employees be rated at various levels of performance as defined by Heneman and Robert. The method is a rating system which is used all over the world by companies to evaluate the workforce. It needs the supervisor to assess each employee based on certain parameters and thereafter rank them into 3 or more categories. Most commonly, the employees fall into the categories of "excellent", "good" or "poor", which can be expended by the organizations to a 5 point scale as well which was introduced by General Electric in 1980 during the era of Jack Welch who was in famous for cutting down workforce of the company regularly by firing low performers. It is used to describe an appraisal system similar to grading on a curve. The evaluator is asked to rate of the employees in some fixed distribution of categories. One way to do this has been to type the name of each employee on a card and ask the evaluators to sort the cards into piles corresponding to rating. The rater may rate his employees at the higher or at the lower end of the scale under the earlier methods. Forced distribution method is developed to prevent the rater from rating too high or too low. In this method, after assigning the points to the performance of each employee the rater has to distribute his rating in a pattern to conform to normal frequency distribution. Thus, similar to the ranking technique, forced distribution requires the rater to spread their employee evaluation in a pre described distribution. Like ranking, this method eliminates central tendency bias. However in this method employees are placed in certain ranked categories but not ranked within the categories. Quite often work groups do not reflect a normal distribution of individual performance. This method is based on the rather questionable assumption that all groups of employees will have the same distribution of excellent, average and poor performance. If one department has all outstanding employees, the supervisor will find it extremely difficult to decide who should be placed in the lower

categories. Difficulties will also arise when the rater explains to the employees the method of placing them in different groups. The forced distribution method is also called bell-curve rating or stacked ranking. This method is preferred by many employers as it creates a visible differentiation between performances of each employee in the organization. This method of performance management typically chooses the normal distribution curve to represent the performance distribution. This ensures that a small fraction of the entire workforce is to be placed at the extremes, which is the outstanding performers and poor performers. A relatively large section of the workforce fall in the middle of the distribution. This can be illustrated by the following image diagram of the

FORCED DISTRBUTION CURVE:



Graph – 5.1 (FDC)

- **Setting clear criteria and performance indicators**: This involves establishing the performance criteria and indicators specific to different job functions and relevant to the organization's goals. It may include certain skills, achievements, and desired behaviors for different performance levels (e.g., top, satisfactory, low).
- **Evaluation period**: Set a particular timeframe to evaluate employees (e.g., quarterly, annually). During this time, managers should keep track of employee performance through ongoing performance review, feedback, and other observations of employee contributions.
- **Ranking of employees**: The essence of a forced ranking system is to categorize employees based on pre-determined performance categories. The process involves comparing employees' performance against each other and not on individual

performance standards. A typical system can be to categorize 20% of employees as top performers, 70% as average performers, and 10% as low performers.

- **Outcomes and feedback**: Once rankings have been determined, employees are notified of how they rank. Top performers may receive rewards, bonuses, or promotions. For middle performers, managers may identify specific areas for improvement. Low performers may face disciplinary actions or termination.

Confidential Report (CR) Writing Method:- This is the method is adopted in the Indian Public Sector like Indian Railways. The Confidential Report is an important document providing basic and vital inputs necessary for assessing the performance. The report should be written annually on every employee in the form prescribed for the purpose, generally during the financial year ending, appraising the performance, character, conduct and qualities of the concerned employee. It contains a detailed report prepared by the immediate boss of the organization at the end of the financial year, which highlights the strengths and weakness of the subordinates in which the impression of the subordinate in superiors mind is recorded. In Indian Railway the CR shall be written in the prescribed form. At the time of writing the CR, it must be stated in each case whether the officer or official concerned has been able to discharge the duties of his office satisfactorily, whether the person is intelligent, able, conscientious, hard working and quick in the dispatch of business and whether he is regular and punctual in his work. If the person reporting upon has to control an establishment under him, it should be stated whether he is able to supervise their work effectively, is able to maintain discipline and whether his relations with his subordinates are satisfactory. It should be stated whether he is accessible, hears and deals with the complaints properly and is courteous in his behaviour. A special mention should be made regarding the integrity of an employee. It should be clearly stated if the employee is suspected of corruption or is believed to be corrupt and the reasons for holding this opinion should also be stated. The main advantage of this system is that this is a plan for improvement, review and counseling. The major disadvantage of this system is the personal bias and subjectivity, lack of clarity on role, goal and job demands. There is no linkage with rewards/ punishments.

Behaviourally Anchored Rating Scales (BARS) Method: This is a combination of Graphic rating scale and Critical incidence method. The critical areas of job performance and the most effective behaviour of getting results are determined in advance. The rates for the job performance are recorded and are compared with the pre determined desired standards. The steps involved in this method are identifying the critical incidence, selecting performance

dimensions, retranslating the incidence, assigning scales to incidence and developing final instrument. The major advantages of this method are accuracy, reliability and validity. The term that is used to describe a performance rating is just effective or ineffective performance, rather than on adjectives like "average, above average, or below average". Few other scales are:

- Behavioural observation scale ;
- Behavioural expectations scale; and
- Numerically anchored rating scale.

Management by Objectives (MBO):- Management by Objective (MBO)[8] is a process developed by Peter Drucker in 1954. this is defined 'as process whereby the superior and subordinate managers of an organisation jointly identify their common goals, define each individual's major areas of responsibility in terms of results expected of him and use these measures as guides for operating the unit and assessing the contributions of each of its members'. This processconsists of four steps, which may be as follows :

- Joint Goal setting: The management in conference with the subordinates formulates a clear statement of objectives.
- Action Planning: This involves developing a realistic action plan to achieve the set goals.
- Performance Review: This is the systematic monitoring and measuring of the performance by having the individuals review their own performance.
- Feed Back: Corrective action for the deviation from the set goals. On this basis, the rewards are finalized.

Under this method, the supervisor and employee come together to set objectives in quantifiable terms. Hence, the MBO is nothing but the appraisal against clear, time bound and agreed job goals in an organization.

- **Team Appraisals:-** This concept focuses upon appraising the performance of the team rather than an individual team member and the assessment of every team member is made accordingly. Digital Corporation USA currently uses this system. The system involves team member's decisions in affecting the team and individuals in their day-to-day work. It includes self- appraisal and appraisal by peers and review committee against extensively documentedjob description and job requirement.

- **Human Resource Accounting Method:-** Human resource is the valuable asset which most organizations fail to account. When a competent and well trained employee of an organization leaves, the organization's human asset decreases. Hence, in this model, performance is judged in terms of costs and contribution of its employees. The expenditure on human resource planning, recruitment, selection, induction, training, compensation constitute the cost of human resource. The money value of human productivity or the value added by human resource is the contribution of the human resource. The difference between the cost and contribution reflects the performance of the employee of the organization.
- **Self Appraisal Method:-** The appraisal of the employee is done by the employee himself assessing his own performance, strength and weakness. This enables the immediate superior to discuss their views on the rating by the employee. This enables an employee to reflect and review one's own performance and makes him more aware of his strengths and weakness. The organizations which practice the MBO find no difficulty in following this method. As the reviewing officer has two sets of reports, one from the reporting official and other from the self appraisal, the final report by the reviewing officer will be more relevant and correct. This helps in producing a more balanced and objective appraisal report.
- **360 Degree Method:-** 360 degree Performance Appraisal System is a popular method used in most of the companies. In this method, the feedback is collected from all around – the employee, the superior, the subordinates, the peer group and the customers. The evaluation is very comprehensive in terms of the employee's skills, abilities, style and job related competencies. 360 degree feedback provides information on an individual from a number of sources. Its supporters claim that this gives managers and individual's better information about skills, performance and working relationships of individuals to management. Normally, eight to ten fill in questionnaires describing the performance. Often, the individual fills in a questionnaire for themselves too assessing their own performance. Ideally the whole process should be anonymous and the feedback presented to the recipient by a skilled coach. 360 degree Performance Appraisal System is defined as the systemic collection and feedback of performance data on an individual or group, derived from a number of the stakeholders in their performance. Feedback from just one supervisor is no longer sufficient. There are often closer working relationships with other stakeholders, for example clients, customers, and peer group who can add a different and valuable perspective.

PROCEDURES IN PERFORMANCE APPRAISAL:-

The general procedure of Performance Appraisal is divided into various categories as Planning for Performance Appraisal, Preparation for the Performance Appraisal process, Designing appraisal programme, Performance Appraisal, Performance Rating,and Evaluation

Traditional Procedure:- Some of the important steps in doing Performance Appraisal in the traditional method are used to :

- Determine overall approach to Performance Appraisal, objective of Performance Appraisal, benefits of Performance Appraisal and features of the Performance Appraisal ;
- Where, how and what time the Performance Appraisal will be introduced. If Performance Appraisal is introduced on organization basis, the best method is to set up a project team or working group for this purpose and a decision to be covered the type off employees;
- Performance Appraisal is extended to all the members of professional, administrative, technical and support staff and to decide whether the same approach should be adopted at each level and the essence of the approach is the same for all levels, though performance measuresused very for different levels.
- Set up project team: Project teams consisting of managers and other employees are facilitated by a member of the HRD and / or an outside consultant and to define role of HR development: The role of HRD in developing and implementing Performance Appraisal system has to be explained.
- Defining whether to use outside consultant: External consultants can be used to run training programmes to carry on evaluation studies to conduct attitude surveys etc, and also define performance management processes and documentation: Attention should be given to the development of rating plans and document design. When designing Performance Appraisal forms, the aim should be to draft a simple and brief form leaving ample ‘white space’ for comments.
- The whole Performance Appraisal system cannot be pilot tested because the cycle lasts generally for 12 months. Some aspects like performance agreements, objectives setting, document completion etc can be pilot tested. Based on the experience gained, the system may be fine-tuned.

Planning for Performance Appraisal:

This is the first step in Performance Appraisal. Planning the objectives of appraisal include

effecting promotions and transfers, assessing training needs, awarding pay increases, and the like. These objectives are appropriate as long as the approach in appraisal is individual. Appraisal, in future, would assume systems orientation. In the systems approach, the objectives of appraisal stretch beyond the traditional ones. In the systems approach, appraisal aims at improving the performance, instead of merely assessing it. Towards this end, appraisal system seeks to evaluate opportunity factors. Opportunity factors include the physical, social and cultural environments. These opportunity variables are more important than individual abilities in determining work performance. In the systems approach, the emphasis is not on individual assessment and rewards or punishments. But it is on how the work system affects an individual's performance. In order to use a systems approach, managers must learn to appreciate the impact that the system level factors have on individual performance. It is not that the role of the individual undermined. The individual is made responsible for a large percentage of his or her work performance. Employees should not be encouraged to seek organizational reasons for their failures. The identification of systems obstacles should be used to facilitate development and motivation, not as an excuse to poor performance.

Preparation for the Performance Appraisals process:

- **Establishment of the job expectations**:- The second step in the appraisal process is to establish job expectations. This includes informing the employee what is expected of him or her on the job. Normally, a discussion is held with his or her superior to review the major duties contained in the job description. Individuals should not be expected to begin the job until they understand what is expected of them.
- **Prepare:-** Prepare all materials, notes, agreed tasks and records of performance, achievements, incidents, reports etc. Anything pertaining to performance and achievement obviously include the previous Performance Appraisal documents and a current job description. A good appraisal form will provide a good natural order for proceedings. If an organization doesn't have a standard appraisal form, then they can be located and downloaded from the internet. But, it should be ensured that the necessary approval from your organization is obtained. The paper work has to be organised to reflect the order of the appraisal and the sequence of items to be covered has to be written down. If the appraisal form includes a self assessment section and/or feedback section ensure this is passed to the appraisee suitably in advance of the appraisal with relevant guidance for completion.
- **Inform the appraise**:-The appraisee has to be informed of a suitable time and place (change it if necessary), and purpose and type of appraisal clarified. The appraisee has

to be given the chance to assemble data and relevant performance and achievement records and materials. If the appraisal form does not imply a natural order for the discussion then has te provided.

- **Venue:**- A suitable venue has to be planned and made available - private and free from interruptions - observe the same rules has to be observed with recruitment interviewing. Privacy is absolutely essential and so hotel lobbies, public lounges and canteen have to be avoided.
- **Layout**:- Room layout and seating are important elements to be prepared. Whatever layout happens to exist in a borrowed or hired room had not be accepted as layout has a huge influence on atmosphere and mood. Irrespective of content, the atmosphere and mood must be relaxed and informal .Barriers have to be removed. The appraiser cannot sit in the boss's chair with the other person positioned humbly on the other side of the desk. A relaxed situation must be created preferably at a meeting table or in easy chairs. Both have to sit at an angle to each other, 90 degrees ideally to avoid face to face as it's confrontational.

Designing of Appraisal Programme (DAP):-

Fixing Performance standards:- A key component of the Performance Appraisal process is the creation of specific performance criteria or competency. These performance standards must be developed, defined and communicated to the incumbent with performance monitored against those set standards throughout the year. Without equitable and objective standards, questions will continue to arise about how performance is measured and how compensation decisions aremade. The standards should be:

- Included in the job description.
- Based on the position, not the present or former incumbent.
- Reasonable, measurable and specific.
- Subject to change as the position evolved.

Once developed and communicated, the standards may need to be modified. In some cases, they are revised as a result of feedback from the incumbent. This is especially true in the case of a newly created position. In other instances, performance standards may need to be revised for particular business units or departments as the focus of the organization changes. In all instances, the performance standards should accurately reflect the skills, behaviour and goals that the organization values. Here is an example of how standards might be modified. An organization's call center employees or sales staff will typically be evaluated on how well they service the external customer. Doing well ultimately will enhance your external service. For

instance, employees of the company's departments (i.e. systems, human resources, finance) might best be evaluated utilizing a standard measurement as to how well they serve other departments within the organization.

Defining job content and job description:- The starting point of preparing the appraisal is defining the job and explaining what are the expectations from the job are. It is the overall purpose of the job and the main tasks or duties involved in carrying out the job often called principal accountabilities or key result areas. The first step is the agreement of job content between the appraiser and the appraisee. This will be expressed in the form of a job description or role definition. The job descriptions concentrate more on a straight definition of the tasks the job holder has to accomplish, while role definitions will also refer in greater depth to the role the job holder is expected to play in contributing to team, departmental or organizational results. The framework of job description covers the following :

- Statement of overall purpose of the job (**what and why**) and
- Main tasks the job holder is expected to undertake.

The number of task areas normally should be limited to seven or eight. Task definition starts with prepare, produce, plan, schedule, test, maintain, develop, monitor, ensure and so on. For example, do something to achieve a result , reply promptly to customer. When introducing Performance Appraisal it is probably best to abandon any existing job descriptions (which may be out of date anyhow) and start from the scratch. This has the advantage of bringing out into the open any misunderstandings about the job by either party and thus clears the way to a newly agreed job description. Some skill will be required on the part of the manager to avoid confrontation and to handle the discussion in a way, which leads to conclusion with which both parties are satisfied.

Performance Criteria Guideline (PCG):- Competence is the ability to integrate and apply contextually-appropriate knowledge, skills and psychosocial factors like beliefs, attitudes, values and motivations to consistently perform successfully within a specified domain. According to Hager in various industries and occupations in Australia in integrated approach of assessment is used to develop the competency standard of the employees. Such approach is taking account of such attributes as problem solving, communication and analysis. Another HR specialist of Australia , Croply states the five principles of assessment viz. competency standards, flexibility, validity, reliability and recognition of prior learning are needed for National Framework for the Recognition of Training of employees. An Employee Performance Rating (EPR) is defined as how an employee fulfills their job duties and executes their needed tasks that refer to the effectiveness, quality and efficiency of their output. The performance also

contributes to the assessment of how valuable an employee is for the organization. The approach, as adopted by the National Australian Group, is to define various performance criteria covering knowledge, skill and competence which can be summarized under the following heads :

- **Knowledge Acquisition and Application**:- An effective knowledge on an organization and a complete knowledge on business issues of it are essentially gained by the employee and employer that demonstrates understanding of theoretical concepts and applies knowledge effectively in practical scenarios and evaluation skill of the practical assessments of business thereof.
- **Technical Skills**:- Command and use of relevant professional , technical and job related knowledge and skills are essentially required by the employees and employers that includes proficiency in using relevant tools, technologies, and techniques and evaluation thereof like hands-on tests, simulations, and technical demonstrations etc..
- **Analytical and Problem-Solving Abilities**:- It is necessary for the employee and employer to have the quality of critical thinking of making a sense of issues, identify and solve problems and 'think on one's feet'. They must have the ability to analyze complex problems, develop solutions, and implement them effectively and to evaluate the techniques of problem-solving exercises, project work, and situational analysis.
- **Communication Skills**: Both the management and employer and employees have the techniques of interpersonal communications that includes a ability to relate to others, one to one communication, team communication, face to face communication and communication in writing that involves the factors like clarity, coherence, and effectiveness in written and verbal communication which can be evaluated by presentations, written reports, and communication exercises.
- **Teamwork and Collaboration**:- The management, employers must have the quality of influencing skills by taking action to affect the behaviour and decisions of other people. They must have the ability to work effectively within a team, demonstrating cooperation and leadership when necessary and evaluates the group projects, peer reviews, and teamwork assessments.
- **Ethical and Professional Conduct**:- Both the employees and employers and also the management have the capacity of self-managing and learning ability to maintain appropriately directed energy and stamina to exercise self-control and to learn new behaviour by maintaining adherence to ethical standards and professional behavior in all activities and to evaluate the same by using the skill of observations, self-assessments,

and feedback from peers and supervisors.

- **Adaptability and Continuous Learning**:- The management, employers and employees shall have the quality of initiative and innovation by creating and appreciating new ideas and perspectives, sees possibilities and challenges established practices in constructive ways and also possesses the strategic perspectives of being able to think broadly, analyse the 'big picture' and value diverse perspectives. They must have the quality and capacity for change that includes the ability to cope with continuous and complex changes, to be flexible and to handle high degrees of uncertainty by applying the principles of openness to new ideas, adaptability to change, and commitment to ongoing professional development and to evaluate by continuous improvement records, learning logs, and professional development plans.
- **Project Management**: It is considered as an important part of an organization and its related business thereof in which the management , employers and employees must have the ability to plan, execute, and manage projects within scope, time, and budget constraints by evaluating the project management simulations, real-world project evaluations, and performance reviews.
- **Client and Stakeholder Engagement**:- The management , employees, supervisors who are associated with the company shall have the quality of effectiveness in engaging with clients and stakeholders, understanding their needs, and delivering satisfactory solutions by evaluation of the client feedback, stakeholder interviews, and satisfaction surveys.
- **Quality and Compliance**:- The management as well as supervisors and employees shall have the desirability on achievement and action by focusing on achieving results, keenness to get going and keep going' by ensuring that work meets quality standards and complies with relevant regulations and guidelines by evaluating the quality audits, compliance checks, and adherence to standard operating procedures.

Procedures applied for Assessment of Performance of employees: - The performance appraisal of the employer and employees and supervisors of an organization can be assessed by the management by the following procedures:

- **Preparation of Questionnaire:-** A typical questionnaire addressed to an individual would cover the following points. The answers to the following questions need to be sorted out. They can often result in a mass of jumbled information which has to be analyzed so that the separate tasks can be distinguished. The Questionnaire model may be as under :

  What is your job title?

How long are you working in the organization?

To whom are you responsible?

How would you describe the main purpose of your job ie in overall terms, what are youexpected to do?

To achieve that purpose, what are your main areas of responsibility?

What do you think are the most important things you have to do?

What do you believe you are expected to achieve in each of these areas?

How will you or anyone else, know whether or not you have achieved them?

Who is actually responsible to you as per organizational hierarchy?

What is the size of your job in such terms of output or sales targets, numbers of itemsprocessed, number of people managed and number of customers?

What targets or standards of performance have been defined for your job?

Are there any other ways in which it would be possible to measure the effectiveness withwhich you carry out your job?

Is there any other information you can provide about your job to amplify the above facts like:

How your job fits in with other jobs in your department or elsewhere in the company; of flexibility, balanced work life requirements in terms of having to carry out a range of different tasks?

How work is allocated to you and how your work is reviewed and approved your decision-making authority?

The contacts you make with others, inside and outside the company;

The equipment, plant and tools you use;

Other features of your job such as travelling or unsocial hours or unusual physical conditions;

The major problems you meet in carrying out your work;

The knowledge and skills you need to do your work;

Type of training needed by you for skill development.

Although those questionnaires may generate useful information, they are not essential and mandatory. Much can be achieved simply by managers and employers, supervisors and employees and other stakeholders sitting down together and working through the drafted questions.

- **Process of Performance Appraisal**:- The best Performance Appraisal will be perceived by the employee as a disaster if it is not delivered effectively by the manager. "One-on-One"

dialogue between the manager and the employee is critical. The review should be conducted in a private, quiet place with plenty of uninterrupted time set aside for a true dialogue, not a soliloquy by the manager. Employees wait all year for this feedback even though there shouldn't be any surprises if you have followed the process throughout the year. Most employees want an opportunity to talk about how they think things are going. They want to be able to express their aspirations and comment generally on the organization. While a self-evaluation tool can provide this opportunity, uninterrupted discussion time with the manager shows employees that they are indeed the valued asset they truly are. This personal exchange can also be used to set goals for the following year and to confirm that the employee understands your expectations.

- **Introduction to the appraisee:-** The appraisee has to be relaxed with warmth and friendliness, opening the dialogue with a positive statement and smile. The situation must be calm and non-threatening. The scene must be explained and interaction motivated so that the appraisee feels that it is meeting and not the appraiser's. time duration must be intimated in advance. The dialogue should be initiated with a casual discussion on the state of things and getting into specific must be avoided. Additional information provided by the appraisee must be noted down.
- **Help to relax the appraisee** :- This can be done by opening with a positive statement, smile, be warm and friendly to the appraisee so that he or she may not well be terrified. It is the responsibility of the appraiser to create a calm and non threatening atmosphere. Set the scene by simply explaining what will happen and encourage a discussion as much as possible from the appraisee. Tell them it is their meeting not that of the appraiser. Confirm the timings, especially finishing time. If helpful and appropriate, begin with some general discussion about how things have been going, but avoid getting into specifics, which are covered next. Ask if there are any additional points to cover and note them down so as to include them when appropriate.
- **Review and measure**:- The activities, tasks, objectives and achievements must be reviewed one by one, keeping to distinct items separate. Going off on tangents or vague unspecific views must be avoided If something off-subject comes up it has to be noted down and take it for a later discussion. The appraiser has to concentrate on hard facts and figures, solid evidence and avoid conjecture, anecdotal or non-specific opinions, especially about the appraisee. Being objective is one of the greatest challenges for the appraiser. Judging the appraisee in the appraiser's own image, according to own style and approach must be resisted. Facts and figures are the acid test and provide a good neutral basis for the

discussion, free of bias and personal views. For each item a measure of competence or achievement as relevant and according to whatever measure or scoring system is built into the appraisal system must be agreed upon. That might be simply asking closed questions like yes or no, or it might be a percentage or a mark out of ten or grade like A, B , C . Reliable review and measurement requires reliable data, if reliable data is not available, review is not possible the appraisal meeting may be rearranged. If a point of dispute arises, the facts must be straightened out before making an important decision or judgement, and if necessary deferred to a later date.

- **Agreement on an action plan :-** An overall plan should be agreed with the appraisee, which should take into account the job responsibilities of the appraisee's career aspirations, the departmental and whole organization's priorities, and the reviewed strengths and weaknesses. The plan can be staged if necessary with short, medium and long term aspects, but importantly it must be agreed and realistic.
- **Agree to specific objectives** - These are the specific actions and targets that together form the action plan. As with any delegated task or agreed objective these must adhere to the SMARTER rules - specific, measurable, agreed, realistic, time-bound, enjoyable, recorded. The objectives can be anything that will benefit the individual and that the person is happy to commit to. When helping people to develop, it may not be restricted to job-related objectives, although typically most objectives will be.
- **Agreement on necessary support :-** This is the support required for the appraisee to achieve the objectives, and can include training of various sorts of external courses and seminars, internal courses, coaching, mentoring, secondment, shadowing, distance-learning, reading, watching videos, attending meetings and workshops, workbooks, manuals and guides; anything relevant that will help the person develop the standard and agreed task. Care has to be taken to avoid committing to training expenditure before suitable approval, permission or availability. Training requirements has to be discussed with the relevant authority before the appraisal. Raising false hopes is not helpful to the process.
- **Closing of interview positively**:- The appraisee has to be thanked for their contribution to the meeting and their effort through the year. Help in any can be committed. Main points, agreed actions and follow-up must be recorded. Follow-up the meeting with all necessary copies and confirmations, should be done swiftly and documents are filed and copied to relevant departments, (HR and line manager typically).
- **Providing feedback**:- It is an important step of an interview and following are the guidelines on providing feedback on the appraisal , which are explained below :

(a) Feedback on actual events*:* Feedback should be provided on actual results or observed behaviour. The appraiser should, for example, say: 'we have received a complaint from a customer that you have been rude, would you like to comment on this', rather than: 'you tend to be aggressive.

(b) Describing not judging*:* The feedback should be presented as a description of what has happened, if should not be accompanied by a judgement. If the appraiser start by saying: ' I have been informed that you have been rude to one of our customers; we can't tolerate that sort of behaviour' it will instantly create resistance and prejudice an opportunity to en courage improvement.

(c) Referring to specific behaviours*:* Relate all your feedback to specific items of behaviour. Do not indulge in transmitting general feelings or impressions.

(d) **Asking questions:** Ask questions rather than make statements: 'why do you think this happened?'. 'On reflection is there any other way in which you think you could have handled the situation?'; 'how do you think you should tackle this sort of situation in the future?'

(e) Selecting key issues: Key issues have to be selected and be restricted to them. There is a limit to how much criticism, anyone can take. If is over dose it, the shutters will go up and the dialogue will *get nowhere.*

(f) Focus: Focus on aspects of performance the individual can improve. It is a waste of time to concentrate on areas which the individual can do little or nothing about.

(g) Build feedback into the job: An effective feedback should be built into the job or provided as quickly as possible after the activity takes place, ideally within a day or two.

- **Preparation of the results of evaluation**:-Whether the actual evaluation tool is numerically based, a narrative overview or some combination of both, the Performance Appraisal tool needs to be user friendly for the manager, and easily understood by the employee. If numerical rankings or categories such as "Above Average", "Below Average" and the like are used, a detailed definition should accompany each category so that the standard is clear to the reviewer and the employee. The evaluation should be a comprehensive and detailed account of the employee's performance. Efforts have to be taken to be specific. Concrete examples whenever possible must be used. How the employee met, whether he surpassed or fell short of the previously established performance standards and goals must be detailed. In short the process of appraisal can be as follows:

Stage 1 : The first stage, performance standards are established based on job description and specification. The standards should be clear, objective and incorporate all the factors.

Stage-2 : The second stage is to inform these standards to all the employees including appraisers.

Stage-3: The third stage is following the instructions given for appraisal, measurement of employee performance by the appraiser through observation, interview, records and reports.

Stage-4 : The fourth stage is finding out the influence of various internal and external factors on actual performance. The influence of these factors may be either inducing or hindering the employee performance. The measured performance may be adjusted according to the influence of external and internal factors. The performance derived at this stage may be taken as actual performance.

Stage-5 : The fifth stage is comparing the actual performance with that of other employees and previous performance of the employee and others. This gives an idea where the employee stands. If the performance of all the employees are ranked either too high or too low, there may be something wrong with the standards and job analysis.

Stage-6 : The sixth stage is comparing the actual performance with the standards and finding out the deviation. Deviations may be positive or negative. If employee performance is more than standards, it is positive deviation and *vice-versa* is negative deviation.

Stage-7 : The seventh stage is communicating the actual performance of the employee and other employees doing the same job and discuss with him about the reasons for positive ornegative deviations from the pre-set standards as case may be.

Stage-8 : The eighth stage is suggesting necessary changes in standards, job analysis, internal and external environment.

Stage-9 : It is the penultimate stage which is follow-up of Performance Appraisal report. This stage includes guiding, counselling, coaching and directing the employee or making arrangements for training and development of the employee in order to ensure improved performance. If the actual performance is too low and beyond the scope of improvement, it may be necessary to take steps for demotion or retrenchment or any other suitable measures.

- **PERFORMANCE RATING:-** It is an important component of any Performance Appraisal system is the performance assessment through rating. The assessment may be made using categories like “excellent” or “outstanding”, “good”, “above average”, “average”, “below average”, “poor”, and so on. A five point, seven points or a nine points scale can be used to assess performance. If categories are used they need to be defined and points may be assigned to them like :

  Outstanding = 7,

  Very good = 6,

  Above average or fairly good = 5,

  Average = 4,

  Below average = 3,

  Poor performance = 2 and

  Very poor = 1.

  The appraisal system is executed at the end of the year, normally the financial year , the appraisee completes and hands over self appraisal and analysis report to his reporting officer. The appraiser is expected to study the report and make his own observations on each of the Key Performance Areas (KPAs), objectives, managerial dimensions, behavioural dimensions and facilitating and inhibiting factors identified in performance analysis. He then has a performance review and counseling discussion with the appraisee on a day planned for this purpose. Prior to such discussion the appraiser may make provisional assessment and rate the performance of the appraisee on each of the KPAs/objectives and behaviour (managerial and behavioural dimensions). If in the self appraisal the appraisee rates his performance on different dimensions, it is useful for the appraiser also to give provisional ratings. Whether the self rating of the appraisee do or do not differ from those assigned by the appraiser, the discussion should take place and should focus on how each of them arrived at the ratings they give for each dimension. In this process they are likely to exchange their views and communicate with each other on a number of issues. The appraiser may give feed back or share his expectations with the appraisee. If self appraisal requires the appraisee to give ratings also for his performance and the appraiser also gives ratings they could become starting points of the appraisal discussion process. However, to be effective, this process requires the appraiser to share his rating (even if they are provisional) with the appraisee. This requires a complete openness and trust between the appraiser and the appraisee. This also requires a good degree of emotional climate of acceptance existing between them so that they are not taken away

by the ratings and the ratings per se do not become more important than sharing of experience and giving and receiving feedback. If such an openness and healthy atmosphere does not exist in any organisation, it is better to start with a system in which the ratings assigned or to be assigned by the appraiser are not shared with the employee but the review discussion and counseling take place and described in the next chapter. The appraiser may finally assign his ratings confidentially, although he should give some indications about his assessment during discussion. This should be done only when there is more openness and trust is built up.

The following eight combinations of self-assessment is given in the Table described as follows :

Eight combinations of PAR System

Model No.	Nature of Self-appraisal	Reporting Officer's Appraisal	Openness
1	Only analysis, no ratings	Only analysis, no ratings	Confidential
2	Only analysis, no ratings	Only analysis, no ratings	Open
3	Only analysis, no ratings	Analysis and ratings	Confidential
4	Only analysis, no ratings	Analysis and ratings	Open
5	Analysis and ratings	Only analysis, no ratings	Confidential
6	Analysis and ratings	Only analysis, no ratings	Open
7	Analysis and ratings	Analysis and ratings	Confidential
8	Analysis and ratings	Analysis and ratings	Open

Table: : 5.3

The Reporting Officer's assessment and confidentiality or openness of the final assessment are possible. The self-appraisal may include only analysis on accomplishments, strengths, weakness, etc. or may include analysis and ratings. The appraiser may also do analysis only and assign no ratings or may also assign ratings after analysis. The most desirable model is number 8, where both of them assign ratings and share the status of provisional and final with

each other. This is what should be aimed at. Equally effective is model number 4 in which only the appraiser gives ratings and shares them the status of provisional and final. In model numbers 6 and 2 where the appraiser does not give ratings but analyze the appraisee's performance and share with each other their perception of the appraisee's accomplishments, contributions, strengths and weaknesses. The appraiser may give his final ratings confidentially but he shares his analysis prior to that and looks at the appraisee's performance. The other Model Nos.1,3,5 & 7 are not suitable for development-oriented appraisal systems.

- **In PAR System whose performance should be rated?**

  In PAR system **t**he rate may be defined as the individual, work group, division, or organization. It is also possible to define the ratee at multiple levels. For example, under some conditions, it may be desirable to appraise performance both at the work-group level for merit-pay increases and at the individual level to assess training needs.

- **In PAR system who are raters?**

  Raters can be immediate supervisors, specialists from the ***HR department***, subordinates, peers, committees, clients, self-appraisals, or a combination of several.

- **In PAR system who are Immediate supervisor?**

  Immediate Supervisor or linking pin of an organization is the most fit candidate to appraise the performance of his or her subordinates. There are three reasons in support of this choice. No one is more familiar with the performance of subordinate employees than his or her superior. Another reason is that the superior has the responsibility of managing a particular unit. Finally, training and development of subordinates is an important element in every manager's job.

- **Can subordinates can assess the performance of their superiors?**

  The use of this choice may be useful in assessing the performance of an employee like his or her ability to communicate, delegate work, allocate resources, disseminate information, resolve intra-personal conflict, and deal withemployees on a fair basis.

- **Are peers in a better position to evaluate certain facts of job performance which the subordinates or supervisors cannot do?**

  These facts include contribution to workgroup projects, interpersonal effectiveness, communication skills, reliability and initiative. Clients may be members within the organization who have direct contact with the rate and make use of an output of goods or services and/or both performed by employees which are provided therein like his or her interest, courtesy, dependability and innovation are but a few of the qualities for which clients can offer rating information. Clients, external to the organization, can also offer

similar kinds of information.

The PAR which is made by superiors, peers, subordinates and clients, is known as **360 degree system of PAR system ,** which was created at the first instance in General Electric, US in 1992, the system has become popular in our country too. Multinational Companies as well as Giant Business Companies in India like Reliance Industries, Crompton Greaves, Godrej soaps, Wipro, Infosys, Kirolosker, Adani Groups, TATA, Maruiti Udoyg , Thermax and Thomas Cook are some of the companies using the method with greater benefits. The Arthur Anderson survey (1997) reveals that 20 per cent of the organizations use the **360 degree method**. In the **360 degree method**, besides assessing performance, other attributer of the assessee talents, behavioural quirks, values, ethical standards, tempers and loyalty are evaluated by people who are best placed to do it. Many employers use **committees** to evaluate employees. These committees are often composed of the employee's immediate supervisor and three or four other supervisors who come in contact with the employee. This choice is welcome when an employee, in the course of his or her job, performs a variety of tasks in different environments. Some companies use 720 degree performance appraisal that has been stated by the International Journal of Multidisciplinary Research , which is a type of performance appraisal, when an employee "is appraised from 5 dimensions and feedback or the appraisal meeting is conducted twice in pre and post feedback to ensure the efficient performance of the employee. Including the pre and the post feedback, that plays a vital role, the 720-degree performance appraisal has seven phases." The logic behind the name is that if 360 degrees is a complete review that encompasses a holistic view of performance, then 720 degrees is even more thorough, comprehensive and beneficial.

In self-appraisal, the employee himself or herself evaluates his or her own performance. Government Sector organizations like Indian Railways have used the self-appraisal system for executives in Part- I to IV. Hewlett-packard and Texas instructions too ask their employees to prepare their own appraisals. Managers are less defensive in self-evaluation than when superiors tell them what they are. Self-appraisal is best suited where executive development is the main purpose of evaluation.

What should be rated?

One of the steps in designing an appraisal programme is to determine the evaluation criteria. It is obvious that the criteria should be related to the job. The criteria for assessing performance are as follows :

Quality: The degree to which the process or result of carrying out an activity approaches

perfection in terms of either conforming to some ideal way of performing the activity, or fulfilling the activity's intended purpose.

Quantity: The amount produced is expressed in monetary terms, number of units, or number of completed activity cycles.

Timeliness: The degree to which an activity is completed or a result produced, at the earliest time desirable from the standpoints of both co-coordinating with the outputs of others and of maximizing the time available for other activities.

Cost effectiveness: The degree to which the use of the organization's resources like human, monetary, technological and material is maximized in the sense of getting the highest gain or reduction in loss from each unit or instance of use of a resource.

Need for supervision: The degree to which a job performer can carry out a job function without either having to request supervisory assistance or requiring supervisory intervention to prevent an adverse outcome. It includes the interpersonal impact in an organization by which the degree of a performer promotes feeling of self-esteem, goodwill and co-operation among co-workers and subordinates.

Problems of Rating: The **r**ating errors occur in the rater's observations, judgement and information processing can seriously affect assessment results. The most common rating errors are:

(a) Leniency or Severity: Leniency or severity on the part of the rater makes the assessment subjective. Subjective assessment defeats the very purpose of Performance Appraisal. Ratings are lenient for the following reasons. The rater may feel that anyone under his or her jurisdiction who is rated unfavuorably will reflect poorly on his or her own worthiness. He or she may feel that anyone who could have been rated unfavourably has already been discharged from the organizations. He or she may feel that a derogatory rating will be revealed to the ratee to the detriment of the relations between the rater and the ratee. He or she may rate leniently in order to win promotions for the subordinates and, therefore, indirectly increase his or her hold over them. He or she may feel it necessary to always approve of others in order to gain approval for him or herself. He or she may be operating on the premise, "whoever associates with me is meritorious, and therefore, I am meritorious". He or she may rate leniently because there exists, in the culture, a response set to approve rather than disapprove.

(b) **Central tendency**: The attitude of the rater is to play safe. This safe-playing attitude stems from certain doubts and anxieties which the raters have while assessing

the ratees. The Questionnaire in this case may be framed as under :

Do I know the man sufficiently well to be able to give a fair assessment of him?

If I rate him the way I think I should, what will be its influence on his relations with me and on his performance in the future?

If I rate him the way I think I should, what will be its effect on his relationship within the group or subordinates?

Will I be able to be objective in view of pressures from peers, superiors and trade unions?

If I rate him the way in think I should, will be accused to being partial?

How will my boss view the appraisal I make and how will that influence the way he appraises the man?

What standards will my peers adopt to appreciate their subordinates? And in view of this am I likely to affect adversely the future of my subordinates?

Naturally, the raters use such expression as 'satisfactory' and 'average' to describe the performance of the ratees.

Holo error: In an organization, an halo error occurs when an employee who works late constantly mighty be rated high on productivity and quality of output as well as on motivation. Similarly, an attractive or popular employee might be given a high overall rating.

Rater effect : This includes favouritism, stereotyping, and hostility. Excessively high or low scores are given only to certain individuals or groups based on the rater's attitude towards the ratee, not on actual outcomes or behaviours. Sex, age, race and friencship bias are examples of this type of error.

Primacy and recent effects: The rater's ratings are heavily influenced either by behaviour exhibited by the ratee during the early stages of the review period of primacy or by outcomes or behaviour exhibited by the ratee near the end of the review period o the recent.

Perceptual set: This occurs when the rater's assessment is influenced by previously held, beliefs. If the supervisor, for example, has a belief that employees hailing from one particular region are intelligent and hard working, his subsequent rating of an employee hailing from that region tends to be favourably high.

Performance dimension order: Two or more dimensions on a performance instrument follow or closely follow each other and both describe or rotate to a similar quality. The rater rates the first dimension accurately and then rates the second dimension similar to the first because of their proximity. If the dimensions had been arranged in a significantly different order, the

ratings might have been more objective.

Spillover effect: This refers to allowing past Performance Appraisal ratings to influence current ratings unjustifiably. Past ratings, good or bad, result in similar rating for the current period although the demonstrated behaviour does not deserve the rating, good or bad.

Status effect: It refers to overrating of employees in higher-level job held in high esteem, and underrating employees in lower-level job or jobs held in low esteem. It is not rater's errors alone that are barriers to accurate and valid measurement of employee performance. Barriers lie deep within the genetic and acquired makeup of all people concerned with Performance Appraisal. There are at least three common types of mistake to be avoided.

1st type of mistake: It is often observed that managers simply check off a numerical rating on an evaluation form and then try to write a narrative justifying the chosen rating. Actually, the process should be just the reverse. The reviewer should first thoughtfully detail the employee's performance in each relevant area. The resulting narrative will then allow the appraiser to naturally select the rating. Using this approach avoids the artificial task of justifying a rating which was selected before you actually evaluated the employee's performance.

2nd type of mistake: It is a mistake which is not making enough time available to complete the process. Employees are an organization's most important asset. This is especially so in our information based economy. The appraisser must take the appropriate time to properly complete the employee Performance Appraisal process or the quality of the most important asset the employee will erode over time.

3rd type of mistake: - It is a type of of problem which is presented by overrating the average performer or underrating the good one. A manager who avoids dealing with a poor performer and rates the employee inappropriately high places the organization at risk if corrective action isnecessary in the future.

Finally, the appraiser should make sure that the Performance Appraisal tool is updated on a periodical basis to remain relevant to the employees and business objectives.

Chapter – "6"

BOOKS AND SOFTWARE FOR PERFORMANCE APPRAISAL

There are a number of low cost paper backs that can be handed out to the managerial staff to help them with their appraisals. Amazon websites provide a good base. Since the advent of computers, a number of educational organisations are now using Performance Appraisal software. 'Performance Now Enterprise' is a software tool for logging events, tracking goals, providing effective feedback, and writing employee reviews that maximize the potential of team. Flexible enough to adapt to your present review system, performance now helps one to become a better manager and get the best from the employees. For a little more upscale package, 'Performance Impact Workplace' is easy to use to set goals for employees but have trouble following up those goals. The Books that may insights on APAR system may be of Dr. Dewakar Goel's book, "Performance Appraisal and Compensation Management: A Modern Approach" offers a comprehensive and insightful examination of the complex yet crucial process of evaluating employee performance within organizations; Kevin Murphy "Performance Appraisal and Management and so on . The best PAR software are "Deel" used for identifying career progressions, "Mitratech Trakstar" used for skill gap identification, "Lattice" one-one feedback, "Paycor" used for self assessment and so on. To collect the salient information concerning a job description as well as applying the information to find a suitable applicant, is the software package used by a number of organisation is 'Interview Creator 2005'.[9] Other software such as 'The Administrative Observer' for school systems is one of the more configurable stand alone database packages, rather than filling out and keeping hard copy records. Another software package, with an intuitive graphic interface, geared towards the business environment is 'MINDSOLVE (MVP)'. MVP is designed as an enterprise level performance management software, incorporating appraisal, development resources, 360 degree feedback, performance logging and so on while the use of configurable software based tools are certainly making human resource management easier, the use of such tools are much more valuable, if the user has an understanding of the basis for which they were written.

BENEFITS OF PERFORMANCE APPRAISAL:

Performance Appraisal is the systematic description of an employee's job-relevant strengths and weaknesses. The basic purpose is to find out how well the employee is performing in the job and establish a plan for improvement. This offers a variety of benefits:

- **For the appraisee:-**

  Better role in the organization by determining what is expected and what needs to be done to meet those expectations. The managers must have clear understanding of his strengths and weaknesses so as to develop himself into a better performer in future by increased motivation, jobs satisfaction and self-esteem of the employees and employers, giving adequate opportunity to discuss work problems and methods to overcome them and to discuss aspirations and any guidance, support or training needed to fulfill these aspirations by improving the working relationships with the superiors.

- **For the management or appraiser:**

  They must give opportunity to develop an overview of individual jobs and complete departments by identification of performers and non-performers and their development towards better performance, by giving opportunity to prepare employees for assuming higher responsibilities and to improve communication between the employees and the management by identification of training and development needs by generating of ideas for improvement by better identification of potential and formulation of career plans, increased sense of personal value and to give opportunity to link team and individual objectives by re-prioritise targets and to clarify mutual expectations.

- **For the organization:**

  It is necessary to improve performance and relationships throughout the organization by creating a culture of continuous improvement and success by conveyance of messages that people are valued by identification of people with potential, ideas for improvement, training and development needs and to formulate the career development plans for future staff requirement.

  The above benefits will be realized only if Performance Appraisal is considered as a process of management.

CHAPTER – "7"

METHODOLOGY USED IN THE RESEARCH

A suitable and reliable methodology is necessary for an acceptable scientific analysis and objective interpretation of any managerial problems prevailing in an organization, for which certain mechanism of determination of those problems. Therefore, the researcher has developed a methodology that describes the sequential steps adopted for the research of Annual Performance Appraisal and Review of the Railways and the method of analyses related to it. The logical process of investigation of the data and facts that have been collected by applying the scientific method. Herein this chapter , discussion on methodology is adopted for this study which deals with the objectives of the study, data used, period of study, sources of data, analysis of data, tools applied, concepts used in this research and also describes the results and limitations of the study.

STATEMENT OF THE PROBLEM:

The Indian Railways have followed the traditional Confidential Report Writing system details of which are available in the Master Circular No. 28 of the Railway Board that considers as an important document that provides the basic and vital inputs of employees that are necessary for assessing the performance of a Railway servant for his or her advancement in official career. The Railway servant reported upon, the Reporting Authority and the Reviewing Officer should, therefore, fill in the form with a high sense of responsibility. The report should be written annually on every Railway servant in the form prescribed for the purpose, generally for the period ending with the financial year, appraising the performance, character, conduct and qualities of the concerned Railway servant. Today is the era of Technology of Global Advancement and each nd every Multinational Corporations (MNCs) and Giant Companies have developed their own method of Performance Appraisal and Review Systems (PARs) as per their requirements. As profit is the main issue of any business and the factors involved there in are the performance and productivity in a rational manner of the employees employed in it to decide the profitability of the business concern. Therefore, it is necessary to examine the applicability of the existing methods of various companies and the existing methods that have been followed by them. Further, the study of expectations and aspirations of the employees have also been made which has also been related to the increased performance of the employees for an organization. The Administrative Reforms Commission in their 10th Report had recommended that the performance appraisal system for all services be made more consultative and transparent and accordingly, the Indian Railways have modified the existing nomenclature of the Annual Confidential Report (ACR) as Annual Performance Assessment

Report (APAR) which is being written in online mode through the Human Resources Management System (HRMS) Portal , that consists of personal data as well as assessment of the performance of an official including integrity, attitude, leadership qualities, capacity to shoulder higher responsibilities, professional knowledge et cetera and it plays an important role in getting promotion to a non selection post. The object of writing the confidential report and making entries is to give an opportunity to the public servant to improve his or her performance. The full APAR including the overall grade and assessment of integrity will be communicated to the concerned Gazetted and Non-Gazetted official, after the Report is complete with the remarks of the Reviewing Officer and the Accepting Authority so that if the official.

HYPOTHESES TAKEN FOR THE STUDY:

1. The behaviour of employees does not change after performance appraisal.
2. There is no association between performance system and increment in salary including financial benefits to be given mandatorily under MACP Scheme.
3. Performance of employees does not improve after APAR.
4. There is no association between performance appraisal and satisfaction level of employees.
5. There is no relationship between the job performance and the factors deciding job performance.
6. There are differences among various divisions with regard to the level of awareness and there are differences among various grades of staff and the level of awareness and there are differences among various educational levels of staff and the level ofawareness.
7. There is significant difference between benefits derived from the Traditional Confidential Report Writing System through APAR.

RESEARCH PLAN

1.	Data Source	Primary and Secondary data.
2.	Research approach	Survey
3.	Research Technique used	Questionnaire
4.	Method of contact	Personal and telephonic interview
5.	Interview	Sampling techniques
6.	Size	100

7.	Sample characteristics	Indian Railway of the departments Mechanical, Electric and Signal & Telecommunication of the Northeast Frontier Railway.
8.	Study Period	1 (one) month.

Table: - 7.1.

NEED FOR THE STUDY:

The study on Performance Appraisal System for Indian Railways is a study which is basically a necessity for Indian Railways by way of APAR system which is a Traditional Confidential Report Writing System manually is now replaced by electronic mode to be submitted through HRMS Portal. The present day world is dominated by Information and Technology, for which the olden system of manual writing of ACR for employees has now been replaced by the Electronic Performance Appraisal system in Indian Railways. The APAR will help the employer to decide the training and development needs of the employees along with Performance Linked Reward (PLR) system will help the Railways to restructure the wage according to their performance and ultimately and it will enhance the performance of the department. The Performance appraisal is a regular review of performance of an employee within an organization. The progress and productivity of an organization depends on the satisfaction, motivation, integrity, dedication etc., of an employee and it can be decided on basis of Performance Appraisal of an employee and also retention of talent employees can be retained by giving certain financial and non-financial benefits to such employees. At the same time, the management wants to know the quality of appraisal criteria parameters and duration from the view point of employees. The APAR in Indian Railway is needed in order to provide information about the performance ranks basing on which decisions regarding salary fixation, confirmation, promotion, transfer and demotion and to provide feedback information about the level of achievement and behavior of subordinate and such information helps to review the performance of the subordinate, rectifying performance deficiencies and to set new standards of work, if necessary , and to provide information which helps to counsel the subordinate and to provide information to diagnose deficiency in employee regarding skill, knowledge, determine training and development needs and to prescribe the means for employee growth provides information for correcting placement and to prevent grievances and in disciplinary activities. This is considered as the turning forms of the need for the study.

SCOPE FOR THE STUDY:

This study has been conducted with respect to effectiveness towards performance appraisal system existing in the Indian Railway, a Central Government owned organization created under Art. 12, Art. 298 and Art. 299 of the Constitution of India. The study has been conducted with respect to assess the performance appraisal system existing in the Railways which is useful to know the strength and weakness of appraisal as well as employees. This study is much more important because some of the areas may give an effective idea on the need of the APAR system in the Indian Railways on the study of APAR is useful to know the strength and weakness of the performance appraisal. Therefore, the management can update the system with necessary changes, the performance appraisal of employees conducted by the officer concerned on the employee and what is their view on such appraisal and it will make the employer to play a better role in the organization with aclear understanding of its employees strengths and weaknesses that helps the management to develop them into a better performer in future. Finally it increases motivation, job satisfaction and self- esteem by giving an opportunity to improve communication between the employees and the management and this method also helps to identify the people with potential and people who need training and development. Future career development plans can be framed for the staff and for the organization. The Indian Railways is the biggest Public Sector Enterprises of India that connects every nook and corner of this sub continent. The Railways is taken as one of the key drivers of the PM Gati Shakti National Master Plan. The Ministry of Railways has set up a multi-disciplinary Gati Shakti Directorate at the Railway Board and the Gati Shakti Units of 68 divisions are created. The PM Gati Shakti National Master Plan has helped in expeditious sanction of projects, monitoring of execution of works and co-ordination with other Ministries/State Governments and in Railways maximum number of public sector human resources with more than 12 Lakhs are there that needs a strong Human Resource Administration (HRA) and by virtue of a good APAR system effective utilization of human resources can be made. With a good Performance Appraisal system, chances for the improvement of inter-personal relations and communications among employees can be made to a maximum extent. This method will surely enhance the employees' effectiveness and finally their overall productivity.

AREA OF THE STUDY- INDIAN RAILWAYS:

The first passenger train ran in India on 16 th April 1853 between *Boribunder* and *Thane*, since then Indian Railways has been a continuous progressing. Following independence in 1947,

India inherited a decrepit rail network. About 40 per cent of the railway lines were in the newly created Pakistan. Many lines had to be rerouted through Indian Territory and new lines had to be constructed to connect important cities such as Jammu. A total of 42 separate railway systems, including 32 lines owned by the former Indian princely states existed at the time of independence spanning a total of 55,000 km. These were amalgamated into the Indian Railways IRs) . In 1952, it was decided to replace the existing rail networks by zones. A total of six zones came into being in 1952. On 6 September 2003 six further zones were made from existing zones for administration purpose and one more zone added in 2006. The Indian Railways now has 17 Zonal Railways. Locomotives and rolling stock are two main components of the train. IR has been procuring goods wagons from the market however coaches and locomotives both Diesel and electrical are manufactured by IR with its production units. Later IR has taken over certain wagon manufacturing units also. At present following production units are taking care of needs of IR for locomotives and rolling stock. IR is a Government Department carrying out transport needs of country. So transportation of passengers and goods has been core activity of IR and to facilitate this core activity and to support other supplementary activities 16 PSUs/Undertakings have been formed which are with the Ministry of Railways and carry out different supporting activities. Research and development is very important part of any organization and Indian Railways Research and development is carried out by Research Design and Standards Organization (RDSO) which is located at Lucknow. RDSO is also mandated to test and certify new technologies or innovations in train operation. HR development is another important aspect of the organization and IR for development of its manpower training institutes are provided all across the country, Zonal training centers are located in zones for training of Group C staff. For training of officers on IR, six premier training institutes have been established namely, National Academy of Indian Railways (NAIR), Indian Railway Institute of Civil Engineering (IRICEN), Indian Railway Institute of Electrical Engineering (IRIEEN), Indian Railway Institute of Mechanical & Electrical Engineering (IRIMEE), Indian Railway Institute of Signal & Telecommunication (IRISET) and Indian Railway Institute of Transport Management (IRITM). With the advancement in the railway system, electrifying railway lines began side by side and it was in 1925, that the first electric train ran over a distance of 16 km from Victoria Terminus to Kurla. The railway has changed from meter gauge to broad gauge. Now, there are the impressive locomotives that haul the 21st-century harbingers-the Rajdhanis and Shatabdis-at speeds of 145 kmph with all amenities and comfort. The Calcutta Metro, which was started from September 27 1995 over a length of 16.45 km., is a fine example of highly complex engineering techniques being adopted to lay an underground

railway in the densely built-up areas of Calcutta city. Every day nearly 2.4 crores people are travelling by Indian Railways. India has the fourth largest railway network with over 22,593 operating trains with a daily passenger count of **2.4 crores** passengers and 203.88 million tonnes of freight. India's railway network is recognized as one of the largest railway systems in the world under single management. Today, the Government of India have introduced speed high speed trains like Tejas Express, Vande Bharat Express, Gatiman Express, Shatabadi Express , Duranto Express , the speed of which ranges from 130 to 180 kmph., which are designed and built by Integral Coach Factory in Perambur, Chennai. The Modern Coach Factory, Raebareli started manufacturing of Linke-Hofmann-Busch *(*LHB*)* coaches which are passenger coaches w.e.f. April, 2011. These coaches are designed to operate at higher speeds as compared to ICF coaches. Their aerodynamic design reduces air resistance, allowing trains to achieve higher speeds while maintaining stability which makes the LHB coaches suitable for express and premium trains that operate at higher velocities.

Management in Railways:

The Ministry of Railways in India is in charge of the Indian Railways, the state- owned company that enjoys a monopoly in Rail transport in India. The ministry is housed inside the Rail Bhavan in New Delhi. The Indian Railways have adopted the concept of Corporate Structure which is highly intricate and extensive, reflecting its status as one of the largest railway networks in the world that operates under the jurisdiction of the Ministry of Railways, Government of India. The Ministry of Railways performed its operational and business activities through the machineries.

Railway Board: It is the Apex body governing Indian Railways headed by the Chairman and CEO, who is supported by Members responsible for various functions such as Member (Infrastructure), Member (Traction and Rolling Stock), Member (Finance), Development), Member (Planning and Human Resources), Member (Operations and Business Directors and other officers assist the Members and Chairman.

Zonal Railways : The Indian Railways is divided into 18 Zones, each headed by a General Manager (GM). Each zone is further subdivided into divisions, and each division is managed by a Divisional Railway Manager (DRM). In Indian There are 17 Zones that includes Metro Railway, Kolkata.

Divisional Structure: In each Zonal Railway, the Divisional Railway Managers (DRMs) are there to oversee the day-to-day operations of their respective divisions that includes various departments namely , Engineering, Mechanical, Electrical, Signal & Telecommunication, Commercial, Safety, Security (RPF), Accounts, Personnel, Medical.

Production Units*:* In Indian Railways, **t**here are several production units directly under the control of the Ministry of Railways, responsible for manufacturing rolling stock, wheels, axles, and other equipment and major production units in Indian Railways are Chittaranjan Locomotive Works (CLW), Diesel Locomotive Works (DLW), Integral Coach Factory (ICF), Rail Coach Factory (RCF), Modern Coach Factory (MCF), Rail Wheel Factory (RWF).

Specialized Agencies and Public Sector Undertakings (PSUs): Indian Railways has several specialized agencies and PSUs to handle specific functions and projects. These include Rail India Technical and Economic Service (RITES), Indian Railway Catering and Tourism Corporation (IRCTC), Container Corporation of India (CONCOR), Indian Railway Finance Corporation (IRFC), Dedicated Freight Corridor Corporation of India (DFCCIL), Railtel Corporation of India, Indian Railway Construction (IRCON), Centre for Railway Information Systems (CRIS).

Research, Development, and Training Institutes: The Indian Railways has several institutes for training and research that includes Research Designs and Standards Organisation (RDSO), various zonal training centers and specialized institutes like the Indian Railway Institute of Signal Engineering and Telecommunications (IRISET), Indian Railway Institute of Mechanical and Electrical Engineering (IRIMEE), etc.

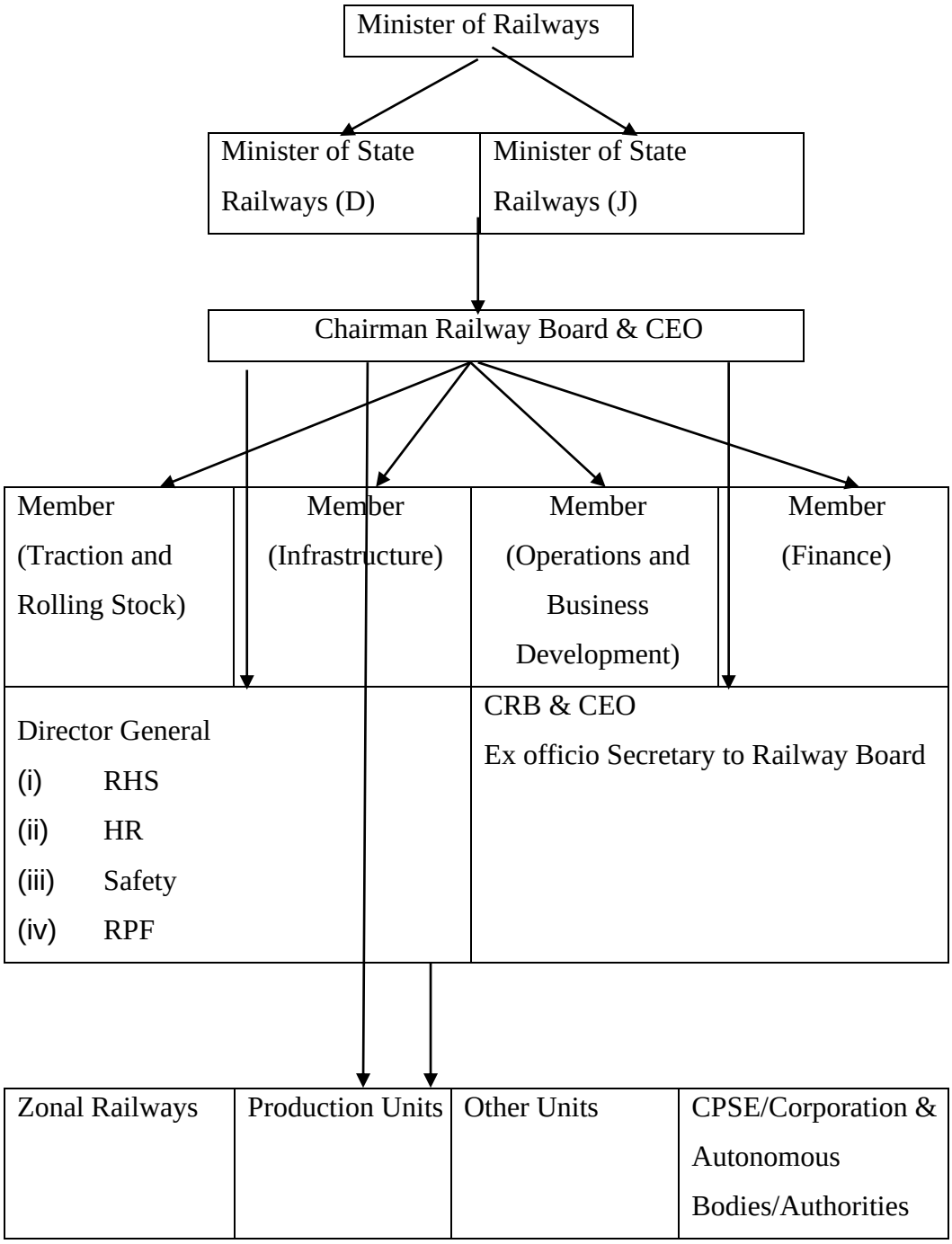
Employee Unions: In Indian Railways various unions represent the workforce of Indian Railways, dealing with labor issues and working conditions. Major unions include All India Railwaymen's Federation (AIRF), National Federation of Indian Railwaymen (NFIR).

This corporate structure allows Indian Railways to manage its extensive network efficiently, covering vast geographical areas and catering to millions of passengers and freight customers daily.

Non Technical Services in Indian Railways by recruitment of which is made through Civil Services Examination conducted by the UPSC :

- Indian Railway Personnel Service (IRPS);
- Indian Railway Traffic Service (IRTS);
- Indian Railway Accounts Service (IRAS);
- Railway Protection Force (RPF) – Roles and Responsibilities The RPF, along with the Government Railway Police(GRP) ensure the security of passengers and property of the Indian Railways by way of arrest and prosecute the people who steal, damage or unlawfully possess railway property.

Flow Chart of the Organisational Structure of Railways



Flow Chart Diagram – 7.1.

Technical Services in Indian Railways by recruitment through Indian Engineering Examination conducted by UPSC :

- Indian Railway Service of (Civil) Engineers IRSE);
- Indian Railway Service of Electrical Engineers (IRSEE);

- Indian Railway Service of Mechanical Engineers (RSME);
- Indian Railway Stores Service (IRSS);
- Indian Railway Service of Signal Engineers (IRSSE).

Recruitment through Combined Medical Examination conducted by UPSC :

- Indian Railway Medical Service (IRMS).

Each Zone of the Indian Railway is headed by a General Manager (GM) which is considered as semi-autonomous body of the Zone that creates a Matrix Organization where the Functional Branches are under the dual control viz. Operational Control at Zonal level and Functional Policy & Guidances from the Railway Board. The General Managers of the Zonal Railways and the Production Units report to the Board. The Divisional Railway Manager (DRM) is the head of the Division, Workshop Manager (WM) is the head of the Workshop who reports to the GM of the Zonal Railway. The following are the various departments of the Zonal Railways/ Production Units that forms the Matrix Organization Structure of the General Administration (GA) ; Personnel (P) and Accounts (A); Engineering (Eng), Signal & Telecom (S & T), Mechanical Engineering (Mech), Electrical EL); Operations/Transportation (O/T), Commercial (C), Public Relations (PR); Stores (S) , Medical (Med); Railway Protection Force (RPF) , Railway Protection Security Force (RPSF). The Matrix Organization structure involves defining the relationships and lines of communication between different roles and departments and for a Railway Organization, we can lay out the Matrix Organization Structure can be shown below:

Y	GA	P	A	Eng	S & T	O/T	C	Mech	S	EL	Med	RPF	PR	RPSF
GA	x													
P		X												
A			x											
Eng				x										
S&T					x									
O/T						x								
C							x							
Mech								x						
S									x					
EL										x				
Med											x			
RPF												x		
PR													x	
RPSF														x

Table – 7.2 of Matrix Orgnisation of the Railway.

In this matrix, Y is the General Manager (column) has their own primary department (marked with an X), but they also need to coordinate and collaborate with all other departments to ensure efficient operation and management within the Railway Organization. As per General Manager's E-Annual Report 2020-2021, in Northeast Frontier Railway, the department wise total strength of employees and officers , working in this Railway is furnished in terms of number as follows :

Departments	Financial Year					
	2019-2020	2020-2021	2019-2020	2020-2021	2019-2020	2020-2021
	Total Group- C		Total Group- A & B		Total A to C	
Administration	1441	1453	111	96	1552	1549
Accounts	830	891	74	71	904	962
Engineering	21006	19313	281	278	20453	19591
Transpirations	7279	7189	82	60	7331	7249
Commercial	3169	2975	37	30	3206	3005
Mechanical	11959	12054	69	87	12028	12121
Stores	1120	869	38	39	1158	908
Electrical	4136	4149	57	60	4193	4209
Signal & Telecom	2872	2708	52	80	2954	2788
Medical	2743	2592	114	120	2857	2711
RPF	3393	3412	27	29	3420	3441
Total	58114	57604	942	930	60058	58534

Table – 7.3 showing the Employee Strength of the Railway

Financial Health of Indian Railways:

In the month of November, 2016, the Ministry of Railways had said that the Central Government had decided to merge the Railway Budget with the Union Budget based on the recommendations of the Committee headed by Mr. Bibek Debroy, a member of NITI Aayog and a separate paper on "Dispensing with the Railway Budget" by Mr. Deb roy and Mr. Kishore Desai. It was also decided that the Ministry of Railways will continue to function as a departmentally run commercial undertaking, while the Union Budget will have a separate statement of estimates and Demands for Grants for Indian Railways and from the Financial Year 2017-2018 , the Railway Budget had been included with the Union Budget. Indian Railways has become economically viable. The Northeast Frontier Railway (NFR) in its Press

Release dated 13.05.2022 had declared that the Zonal Railway had shown improvement in revenue performance from all segments during the financial year 2021-2022. There was a rise in income from passengers and freight traffic, other coaching and sundry. NFR crossed the revenue earnings of Rs. 6028 crore in 2021-22 compared to Rs. 4778.22 crore in the previous Financial Year i.e. 2020-2021 with an increase of more than 26%. The NFR earned Rs. 1050.95 crore from originating passenger during April, 2021 to March, 2022 which was 128.21% higher than the previous year. The revenue from freight traffic of Rs. 2605.49 crore was earned in the financial year 2021-2022 as compared to Rs. 2190.66 crore in 2020-21. Similarly, NFR earned Rs. 2143.42 crore from sundry segment in 2021-22 registering 6.53% increase as compared to Rs. 2012.08 crore in the previous financial year. The revenue from other coaching segment also went up by 98.76% to Rs. 228.51 crore, from Rs. 114.97 crore in FY 2020-2021. As a result of various pro-active initiatives, earnings from various segments increased. 292 additional coaches have been attached in various Mail/Express trains; 476 Covid-19 parcel special and 502 Kisan parcel special trains were run during April, 2021 to March, 2022 resulted into resurgence in revenue. Sustainable efforts of the Business Development Units (BDUs) of NFR, new stream of traffic generated earning of more than Rs. 127 crore in 2021-2022. To augment freight earning, 34 new terminals have been opened, 27 terminals were upgraded and 5 goods sheds were declared as alternative goods sheds for additional traffic handling. In 2021-22, N. F. Railway has introduced round the clock working in 20 goods terminals for generating income of workers involved in loading/unloading also and to boost the local economy. In a step towards “Zero Scrap Mission” of Indian Railways, NFR has sold scrap worth Rs. 155.78 crore up to 31st March, 2022. This is 64.56% higher as against the total sale of Rs. 94.66 crore during corresponding period of previous year.The Ministry of Railways, Government of India in its Press release dated 17.04.2023 had stated that the Indian Railways has registered record revenue figures of Rs. 2.40 Lakh Crores for Financial Year 2022-23 which is nearly Rs.49,000 Crores more than the previous year, reflecting 25% growth. The Press release had affirmed as follows:

- During the financial year 2022-23, Freight revenue too has leapfrogged to Rs.1.62 lakh Crores, a growth of nearly 15% on previous year.
- Indian Railways’ passenger revenues have registered an all-time high growth of 61% to reach Rs. 63,300 Crores.
- After three years, Indian Railways is able to fully meet the pension expenditures.
- Buoyancy in revenues and tight expenditure management have helped in achieving an Operating Ratio of 98.14%, well within the Revised Estimate (RE) target.

- After meeting all revenue expenditure, Railways generated Rs 3200 Crores for Capital investment from its internal resources of Rs.700 Cr for Depreciation Reserve Fund (DRF), Rs. 1000 Cr for Development Fund (DF) and Rs 1516.72 Cr for (RRSK).
- In terms of Traffic revenue, Indian Railways earned Rs 63,300 Cr. as passenger revenue in 2022-23 as compared to Rs 39,214 Cr. in 2021-22 which is 61% higher than the last financial year.
- Indian Railways earned Rs 5951 Cr as other coaching revenue in 2022-23 as compared to Rs 4899 Cr during 2021-22 which is 21% higher than the last financial year, Sundries revenue stood at Rs 8440 Cr during FY 22-23 as compared to Rs 6067 Cr in 2021-22 which is 39% higher than the last year.
- During 2022-23, Gross revenue stood at Rs 2,39,803 Cr compared to Rs 1,91,278 Cr in 2021-22. Also, Gross Traffic receipts stood at Rs 2,39,750 Cr as compared to Rs 1,91,206 Cr in 2021-22. Total Railway Receipts during 22-23 is Rs 2,39,892 Cr as compared to Rs. 1,91,367 Cr. in 2021-22. Total Railway expenditure during 22-23 is Rs 2,37,375 Cr as compared to Rs 2,06,391 Cr. in 2021-22. Operating ratio during FY 22-23 is 98.14%. Rs 1 lakh cr was invested in augmenting capacity of network.
- Financial Year (FY) 2023 saw highest ever commissioning of New lines and Doubling/Multi-tracking etc of 5243 KMs. 6565 KMs of Track were electrified with investment of Rs 6657 cr, propelling Railways towards achieving goal of 100% electrification in current fiscal.
- Railways are focused on providing safety highest priority. An investment of Rs 11,800 Cr under Rashtriya Rail Sanrakhsa Kosh was made during FY23 for various safety works. Government while appreciating the need for renewal of ageing assets, has provided Rs 10,000 Cr, and Railways also contributed Rs 1800 Cr from internal resources for upgradation of depreciated assets. Total investment of Rs 25,913 Cr was made towards safety in strengthening Tracks, Bridges, Grade separators etc.
- The higher investments in Dedicated Freight Corridor (DFC) and Mumbai-Ahmedabad bullet train project has ensured rapid progress in these projects. National High Speed Rail Corporation Limited (NHSRCL) was provided Rs. 12,000 Cr and Dedicated Freight Corridor Corporation of India Limited (DFCCIL) Rs 14900 Cr. Vande Bharat is being proliferated on the system.
- Wagon procurement jumped by 77.6% over previous year to 22,747 wagons. Modern Rolling Stock of Rs 44,291 Cr was procured for better passenger comfort and for augmenting Railways loading capacity.

- During 2022-23, Total Gross Budget Support (GBS) GBS was Rs 1,59,244 Cr. as compared to Rs 1,17,507 Cr. during 2021-2022. Total Capital Expenditure (Capex) was Rs 2,03,983 Cr as compared to Rs 1,90,267 Cr in 2021-2022.

Therefore, the Indian Railways has proved itself as a economically and socially viable organization. This structure is considered for the study.

NATRUES OF RESEARCH :

The study is designed as Descriptive in nature. Descriptive study attempts to obtain a complete and accurate descriptive of a situation. The methodology involved in this design mostly qualitative in nature producing descriptive data.

METHOD OF SAMPLING ADOPTED:

Two types of sampling is adopted for the study. Originally this research has adopted quota sampling method to choose the Technical Employees from Pay Level- 1 to 6 as the sample group of respondents. Subsequently stratified sampling method is adopted to choose the sample from the employees of the Technical Staff employed in the Mechanical, Electrical & Signal & Telecommunication departments of Guwahati and Pandu of the Northeast Frontier Railway.

- **Sample chosen at the first stage :**

  Technical Employee Strength of Group C from Pay Level- 1 to 6 of the Mechanical, Electrical departments of Guwahati and Signal & Telecommunication Workshop, Pandu of the Northeast Frontier Railway (Data collected from the Spot) is given in the following Table:

Sr. No.	Departments	Number of Technical Staff
1	Mechanical , Guwahati	788
2	Electrical, Guwahati (Power and Electrical Train Staff)	859
3	Signal & Telecommunication Workshop , Pandu	45

Table :7.4 of Strength of the Technical Staff under research

- **Sample Chosen at the second stage**:

  In the Northeastern Frontier Railway, Guwahati is the main City of Assam and the said Station plays an important role in terms of the connectivity of the entire Northeastern Region , the Technical Staff (Mechanical and Electrical) working in Guwahati Railway Station including Signal & Telecommunication Workshop, Pandu are considered for study from among them , where from Pay Level- 1 to 6 different categories of staff namely , Helpers, Technicians Grade-III, II , I and Senior Technician and each of them

is having their own job description. There is uniformity in working time, working condition and working pattern for all the employees of the departments under study.

- **Primary Data Collection**:

The primary data are those, which are collected directly from the Employees by face-to-face interactions through questionnaire surveys, personal interview, telephone and etc., the data, which are collected are first hand data through which the analysis and interpretation of the research is made.

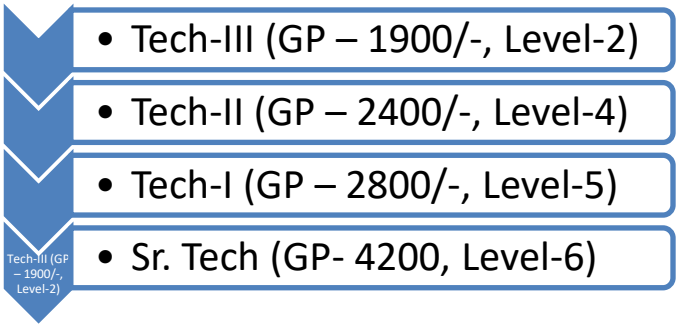
- **Secondary Data Collection:**

The secondary data are those which have already been collected by someone else and which have already been passed through the statistical process. The research has to decide which sort of data he would be using for his study and accordingly he will have to select on or the other method of data collection. The researcher has collected the secondary data collection from the website, published research books, journals , reports etc.

The existing Annual Performance Appraisal and Review (APAR) writing system is applicable for all Railway servants at the end of the financial year, in which Self Appraisal is needed to be written by the employees of Pay Level- 6 and others from Pay Level- 1 to 5 are not needed. The APAR system appraises the performance, character, conduct and qualities of the concerned Railway servant. After implementation of the recommendations of the 6th Central Pay Commission, employees working in Grade Pay of Rs. 1800/- (now Pay Level-1, after 7th CPC) has been elevated to the rank of Group-C staff, abolishing the cadre of Group-D. Pay Level- 1 & 2 are the recruitment grade of Group-C cadre. The Avenue of Promotion of the Technical Staff is as follows :

MECHANICAL DEPARTMENT

AVENUE OF CHART (AVC) TECHNICIAN (Carriage & Wagon)



Flow Chart – 7.2 of Technical Staff

Filling up Procedures of the posts :

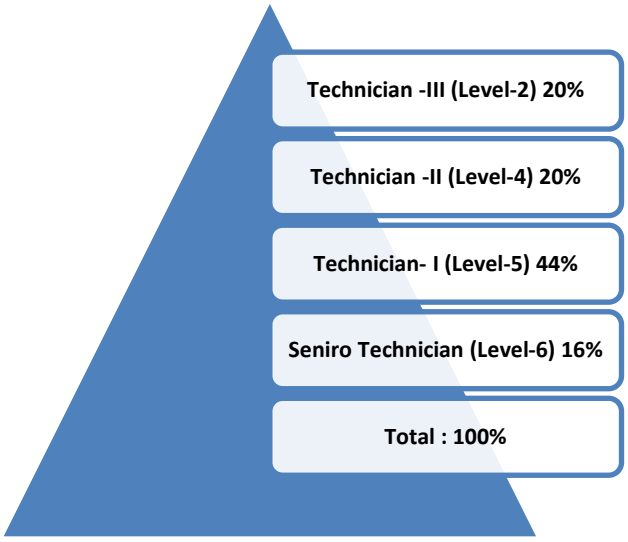
Procedures followed in Indian Railways based on Avenue of Promotion (known as AVC) is a below :

- **Vacancy of Tech-III, GP-1900/- (Level-2) :** 50% Departmental Promotion (DP) : By promotion of staff from feeding cadre – Seniority-cum- Trade Test – All erstwhile Gr.'D' categories, since upgraded as Group -'C' will continue to be eligible for selection to Group- 'C' ; 25% Limited Departmental Competitive Examination (LDCE) : Semi-skilled & un-skilled staff Educational qualification as laid down in Apprentice Act , 03 years regular service through selection + Trade Test and Training is necessary for non-ITI/Act Apprentice ; and 25% Direct Recruitment (DR) : From the open market Educational qualification is Metric + ITI OR equivalent OR National Apprentice Certificate granted by NCVT, Age bar is 18 to 25, Training for 06 months for ITI/Act Apprentice & 03 years for others. Act Apprentice Course completed trained in Railway Establishment is not needed.
- **Vacancy of Tech-II, GP-2400/- (Level-4) :- 1**00% DP : - By Seniority-cum-Trade Test.
- **Vacancy of Tech-I, GP-2800/- (Level-5) :-** 100% DP: - By Seniority-cum-Suitability (by committee on the basis of APAR).
- **Vacancy of Sr.Tech, GP-4200/- (Level-6) :** 100% DP : Seniority-cum-Suitability by committee based on 03 years APAR)

  Authority: Railway Board's Circular under RBE No. 161/2009 and RBE No. 102/2013.

ELECTRICAL DEPARTMENT

AVENUE OF CHART (AVC) Deptt : ELECTRICAL



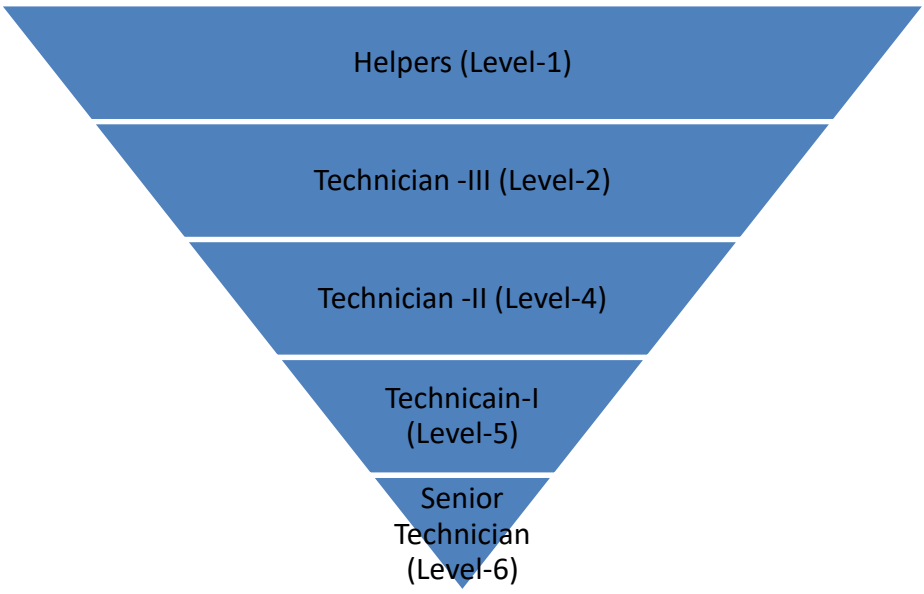
Flow Chart – 7. 3 of Technical Staff

- **Vacancy of Tech-III, GP-1900/- (Level-2) :-** 50% (DP) : By promotion of staff from feeding cadre Seniority-cum- Trade Test of all employees of Level-1 ; DR (25% + Shortfall against LDCE) : From the open market having Educational Qualification Matric with ITI OR equivalent OR National Apprentice Certificate granted by NCVT/SCVT in the trade of Electrician/ Machinist /Electronic Machinist/Fitter ; 25% (LDCE: From the semi-skilled & un-skilled staff with educational qualification as laid down in Apprentice Act. , 03 years regular service by Selection and Trade Test.
- **Vacancy of Tech-II, GP-2400/- (Level-4) :-** 100% (DP) by following the rules of Seniority-cum-Trade Test.
- **Vacancy of Tech-I, GP-2800/- (Level-5) :-** 100% (DP) by following the rules of Seniority-cum-Suitability assessed by the Committee on the basis of APAR).
- **Vacancy of Senior Technician, GP-4200/- (Level-6) :-** 100% (DP) by following the rules of Seniority-cum-Suitability assessed by the Committee along with Viva voce Test and 10 years service as Technician -I, II & III inclusive 02 years service as Technician-I is necessary.

  Medical category: - B/1

  Authority: Railway Board's Circular under RBE No. 102/2013 and Para-159 of Indian Railway Establishment Manual (IREM) Volume-I and Para-510 of Indian Railway Medical Manual (IRMM) Volume-I (2000).

Avenue of Promotion Chart for Workshop Staff



Flow Chart – 7.4 of Technical Staff

- **Vacancy of Helpers (Levl-1) :-** 50% Direct Recruitment from Employment including passed Act. Apprentices ; 40% Volunteers from other Department & Sanitary Cleaners, Store Khalasi & Gangmen/Trackmen etc., with minimum educational qualification i.e. HSLC/SSLC/ Matriculation or ITI or equivalent or National App. Certificate (NC) granted by NCVT as prescribed for recruitment to Level-1 vide RBE No. 129/2013 & Railway Board's letter No. E(NG)II/ 2009/ RR-I/10 Pt.I dated. 09.12.2013 , Age = 33 years (with bottom seniority) ; and 10% from Sanitary Cleaners, Store Khalasi & Gangmen/Trackmen etc., educational qualification is HSLC/ SSLC/Matriculation or ITI or equivalent or National App. Certificate (NAC) granted by NCVT as prescribed for recruitment to Level-1 vide RBE 129/2013 & Railway Board's letter No. E(NG)II/2009/RR-I/10 Pt.I dated. 09.12.2013, with Age = 38 years (with 50% seniority).
- **Vacancy of Technician - III Artisan (Level- 2) :-** Direct Recruitment (DR) 25% + Shortfall against Limited Departmental Competitive Examination (LDCE) from the open market with educational qualification Matric + ITI equivalent or National Apprentice Certificate granted by NCVT, with Age of 18 to 25 years, Training of 6 months for ITI/Act. App. & 3 years for others. (Para-159 IREM-I RBE 23/98, 198/08, 166/10, 129/13); Limited Departmental Competitive Examination (LDCE) 25% from semi-skilled & un-skilled staff with educational qualification as laid down in the Apprentice Act with 03 years regular service by Selection & Trade Test, Training is necessary for non ITI/Act Apprentice (Para-159 IREM-1 RBE 23/98); and Departmental Promotion (50%) by promotion of staff from feeding cadre by - Seniority-cum-Trade Test and all Level- 1 are eligible for selection to Technician –III (Para-159 IREM-1, RBE 02/14).
- **Vacancy of Technician- II Artisan (Level- 4) :-** Departmental Promotion (100%) : By Seniority-cum-Trade Test from the Technician Grade-III.
- **Vacancy of Technician -I Artisan (Level- 5) :-** Departmental Promotion (100%) : By Seniority-cum-Suitability as assessed by committee on the basis of APAR .
- **Vacancy of Senior Technician Artisan (Level- 6) :-** Departmental Promotion (100%) : By Seniority-cum-Suitability as assessed by committee along with viva voce test with 0 years service as Technician -I, II inclusive 2 years service as Tech-I is necessary.
  Authority : RBE 34/86, 31/05, 108/08, 21/14 and Railway Board's letter No. E(NG)2010 PM 7/1 dated. 22.03.2010.

The employees working in the Mechanical (Carriage and Wagon), Electrical and Signaling & Telecommunication Workshop are involved directly with the railway earnings. The employees working in Carriage and Wagon, Guwahati, N.F. Railway have played the roles by ensuring

and co-operating in safer running of rolling stock, by attending required schedule maintenance & running repairs of rolling Stock till the stock are again due for periodical overhauling and to assist in time running of trains to maintain the punctuality. The employees of the Electrical department provides General Services who are responsible for the distribution of power supply to all Railway Services (except Traction purpose) and for the maintenance of passenger coaches Air Conditioned and non Air Conditioned. The Power side of Electrical General Services is responsible for the installation, operation and maintenance of equipments involved in the distribution of electricity to all Railway services (except Traction) and extension of power supply to outsiders on Railway premises. HT 11kV supply is purchased from the State Electricity Boards and it is stepped down and distributed to various loads. The employees of the Signal & Telecommunication Workshop are involved in production of the instruments required for railway signaling, inter locking, locking etc. As these employees have performed various roles in the Railway for its growth , their satisfaction and motivation, their need for training and development, analyzing of the data of APAR for better recruitment, improving communication between employee and employer is needed to be assessed by the officials involved in the committee of the APAR in a correct manner, giving all their dues in time bound manner with a view to motivating them to enhance their rate of performance. And hence this cadre is chosen.

METHOD OF DATA COLLECTION:

The 90 (ninety) respondents are chosen from the Mechanical and Electrical departments of the Northeast Frontier Railway, Guwahati and 10 (ten) from the Signal & Telecommunication Workshop of the Northeast Frontier Railway, Pandu among the categories of Technical employees, as follows :-

Mechanical Department (Carriage & Wagon)					
Helpers	Technician- III	Technician-II	Technician-I	Senior Technician	Total
10	15	10	5	5	45
Electrical Department (Power and Electrical Train Staff)					
10	10	10	10	5	45
Signal & Telecommunication Workshop					
2	3	2	2	1	10

Table – 7.5 showing the responses obtained under research

The Primary data is collected from the Technical staff with the help of a well structured questionnaire. After finishing the data collection, the researcher verified the data and then the data were edited and coded. There after the data are entered on a Data Sheet manually for further processing. Secondary data are collected from the published and unpublished sources of the Northeast Frontier Railway and other organizations.

TOOLS USED FOR ANALYSES:

The tools which are used to analyze the data are presented as follows:

- Questionnaire :- The respondents are asked the question by preparing an interview schedule and collected data from them in to answer to each question by choosing between a number of alternatives, Points/Rating . The main advantage of this is that they are easy to complete and easy to analyze. The research has adopted this type of survey.
- Likert Scale :- The researcher while assessing performance appraisal of employees, Likert scales are commonly used to gauge opinions, perceptions, or attitudes, by giving points ranging from 1 to 5, where respondents indicate their level of agreement or disagreement with statements related to the appraisal process. The researcher then aggregate responses to these statements to analyze trends, perceptions, and satisfaction levels related to performance appraisals.
- Chi–Square Analysis: - In this project chi-square test was used. This is an analysis of technique which analyzed the stated data in the project. It analysis the assumed data and calculated in the study. The Chi-square test is an important test amongst the several tests of significant developed by statistical.
- Weighted Average Method: - Tabulation, diagram and percentage were also used to make the study more valid, reliable and understandable by calculating Mean, Mode.
- Guttamn’s Scale : It is named after sociologist Louis Guttman, is a type of scaling technique used in survey research to measure attitudes or opinions along a continuum. It's designed to rank respondents in terms of their agreement or endorsement of statements or items, from less to more favorable or intense. The researcher has taken Items or statements are ordered based on their perceived level of intensity or agreement, from least to most. Respondents are asked to indicate their agreement or endorsement with each item. The items are designed in such a way that agreement with higher-ranked items implies agreement with all lower-ranked items. This creates a hierarchical structure, where each level represents a more intense or extreme viewpoint. This scaling is particularly useful for establishing a hierarchy of attitudes or behaviors and can be analyzed using statistical techniques to validate the scale's reliability and validity. It's commonly used in social sciences and market research to understand complex attitudes or behaviors in a simplified manner.

Chapter- "8"

DATA ANALYSIS, INTERPRETAION AND INFERENCE

8.1. Respondents' Profile :

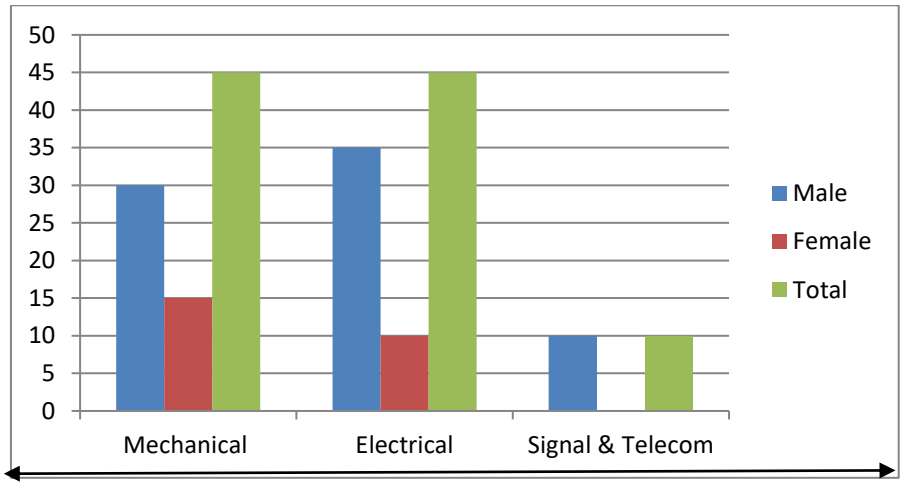
The table given below depicts the respondents' of the three departments of the Northeast Frontier Railway at Guwahati and their job profile.

Table – 8.1. : Gender Respondents

Particulars	Gender Respondents				Total	
	Male		Female			
	Count	Percentage	Count	Percentage	Count	Percentage
Mechanical	30	67%	15	33%	45	100%
Electrical	35	77%	10	23%	45	100%
Signal & Telecomm Workshop	10	100%	0	0%	10	100%

Source : Field Survey conducted on March, 2024.

Graph – 8.1.: Gender Respondents.



The data provided shows the count and percentage of male and female respondents in three different departments: Mechanical, Electrical, and Signal & Telecommunication Workshop. Below is a detailed analysis of the data.

Gender Distribution : Mechanical Department **:** Male Respondents: 30 (67%) & Female Respondents: 15 (33%) , Total Respondents: 45 (100%) ; Electrical Department : Male Respondents: 35 (77%) & Female Respondents: 10 (23%) , Total Respondents: 45 (100%). ;

and Signal & Telecom Workshop : Male Respondents: 10 (100%) & Female Respondents: 0 (0%) , Total Respondents: 10 (100%).

Interpretation: In the Mechanical Department, the majority of respondents in the Mechanical department are male (67%), while females constitute 33%. This indicates a male-dominated department but with a significant female presence. In the Electrical Department, similar to the Mechanical department, the Electrical department has a higher percentage of male respondents (77%) compared to female respondents (23%). This suggests a higher male dominance in this department compared to the Mechanical department ; and in the Signal & Telecomm Workshop, it shows dominance of male only, with no female respondents. This suggests either a lack of female participation or potentially a structural or cultural factor that leads to the absence of female respondents in this area. It is inferred that all departments show a gender imbalance , dominated by male , which could be indicative of boarder trends in the engineering and technical fields where males historically have had higher representation , therefore the departments need for removing the barriers by encouraging for participation of female workers to balance the gender ratio.

8.2. **Age Profile of the Respondents** :

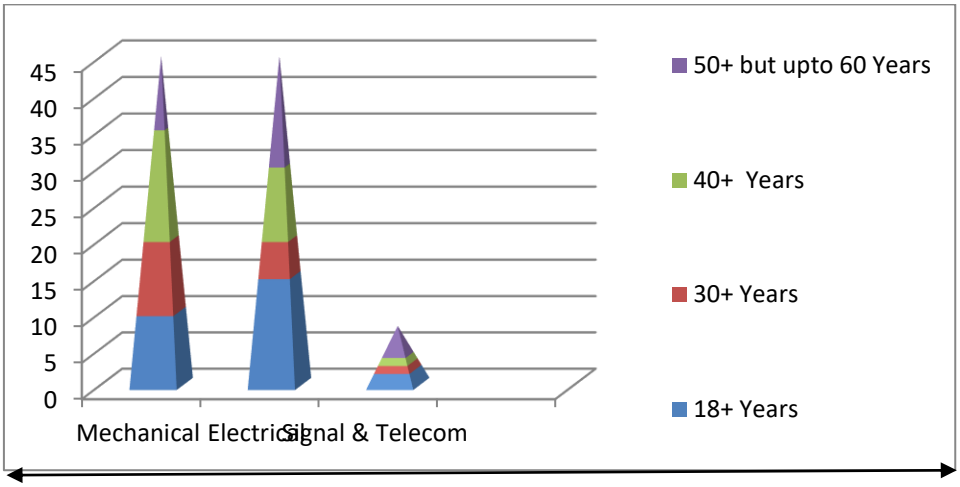
The table given below depicts the respondents' of the three departments of the Northeast Frontier Railway at Guwahati and their age profile

Table : 8.2 (Age Profile)

Particulars	Age of the Respondents									
	18+ Years		30+ Years		40+ Years		50+but upto 60 years		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Mechanical	10	22%	10	22%	15	33%	10	23%	45	100%
Electrical	15	33%	05	11%	10	22%	15	34%	45	100%
Signal & Telecom Workshop	02	20%	01	10%	01	10%	04	40%	10	100%

Source : Data collected from the field in the month of March, 2024.

Graph : 8.2 (Age Profile)



The data provided shows the count and percentage of respondents in different age groups across three departments: Mechanical, Electrical, and Signal & Telecommunication. The age groups are 18+ years, 30+ years, 40+ years, and 50+ years up to 60 years, according to which the Mechanical Department possesses 18+ years**:** 10 (22%), 30+ years**:** 10 (22%), 40+ Years**:** 15 (33%), 50+ Years up to 60 years**:** 10 (23%) , whereas the Electrical Department possesses 18+ years**:** 15 (33%), 30+ years**:** 5 (11%), 40+ years**:** 10 (22%), 50+ Years up to 60 years**:** 15 (34%) and other department namely Signal & Telecomm Workshop possesses 18+ years**:** 2 (20%), 30+ Years**:** 1 (10**%),** 40+ Years**: 1** (10%**),** 50+ Years up to 60 years**:** 4 (40%).

Interpretation:

From the above, it can be interpreted that in the Mechanical Department, there has relatively balanced age distribution with respondents fairly evenly spread across all age groups and the largest age group is 40+ years (33%), indicating a significant number of respondents in their mid-career stage and the the presence of respondents aged 18+ years (22%) and 30+ years (22%) suggests a good influx of younger professionals. In the Electrical Department, it shows a different age distribution, with the largest groups being the youngest (18+ years at 33%) and the oldest (50+ years at 34%), the middle age groups (30+ years and 40+ years) have fewer respondents, particularly the 30+ years group (11%), which suggests a potential gap in mid-career professionals and in the Signal & Telecomm Workshop Department , has the highest proportion of older respondents (50+ years at 40%) and the least representation in the 30+ years and 40+ years groups (each at 10%), the low number of younger respondents (18+ years at 20%) could indicate challenges in attracting or retaining younger professionals in this department.

8.3. **Work Experiences of the Employees**:

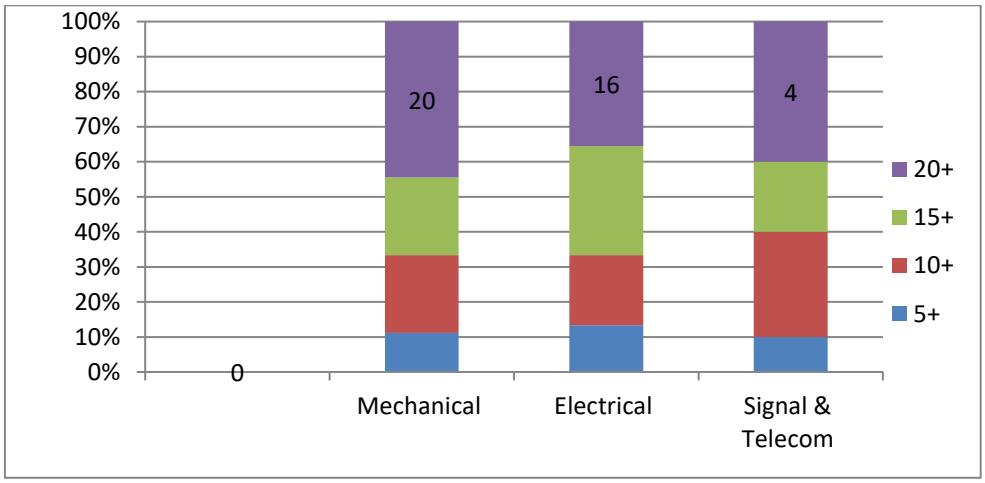
The table given below depicts the respondents' of the three departments of the Northeast Frontier Railway at Guwahati and their work experience profile

Table : 8.3 (Work Experience Profile)

Particulars	Work Experience of the Respondents									
	5+ Years		10+ Years		15+ Years		20+ years		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Mechanical	05	11%	10	22%	10	22%	20	44%	45	100%
Electrical	06	13%	09	20%	14	32%	16	35%	45	100%
Signal & Telecom Workshop	01	10%	03	30%	02	20%	04	40%	10	100%

Source : Data collected from the field in the month of March, 2024.

Graph : 8.3 (Work Experience Profile)



Interpretation:

The data provided details the count and percentage of respondents across different ranges of work experience in three departments: Mechanical, Electrical, and Signal & Telecommunication. The work experience of the employees of the Mechanical Department the work experience is 5+ Years**:** 5 (11%), 10+ Years**:** 10 (22%), 15+ Years**:** 10 (22%) and 20+ Years**:** 20 (44%) , whereas in the Electrical Department , it is found that 5+ Years**:** 6 (13%), 10+ Years**:** 9 (20%), 15+ Years**:** 14 (32%) and 20+ Years**:** 16 (35%) ; and in the Signal &

Telecomm Workshop : 5+ Years**:** 1 (10%), 10+ Years**:** 3 (30%), 15+ Years**:** 2 (20%) and 20+ Years**:** 4 (40%) From this source of data, it can be interpreted that in the Mechanical Department there has a significant number of highly experienced respondents, with 44% having 20+ years of experience and a balanced representation of respondents with 10+ years and 15+ years of experience (both at 22%) suggests a strong mid-career workforce, The smallest group is those with 5+ years of experience (11%), indicating fewer early-career professionals. In the Electrical Department it shows that it has a more evenly distributed experience profile compared to the Mechanical department having the largest group is those with 15+ years of experience (32%), followed closely by those with 20+ years (35%) and there is a relatively balanced presence of respondents with 5+ years (13%) and 10+ years (20%) of experience, suggesting a healthy influx and retention of newer professionals. In the Signal & Telecom Workshop , it has the highest percentage of respondents with 20+ years of experience (40%) and the lowest with 5+ years (10%) having 10+ years group (30%) is also significant, indicating a fair number of mid-career professionals and the distribution indicates a department heavily weighted towards more experienced professionals.

8.4. **Quality of Work Life Programs that satisfies the employees** :

The table given below depicts the respondents' of the three departments of the Northeast Frontier Railway at Guwahati on QWL.

Table- 8.4 on QWL

Departments	Employees View Obtained by		Respondents		Percentage	
	Supervisors	Officers	Supervisors	Officers	Supervisors	Officers
Mechanical	Yes	Yes	15	0	33%	0%
	Rare	Rare	20	5	44%	11%
	No	No	10	40	22%	89%
	Gross Total :		45	45	100%	100%
Electrical	Yes	Yes	20	02	44%	4%
	Rare	Rare	10	04	22%	8%
	No	No	15	39	34%	88%
	Gross Total :		45	45	100%	100%
Signal & Telecom Workshop	Yes	Yes	00	00	0%	0%
	Rare	Rare	03	01	30%	10%
	No	No	07	09	70%	90%
	Gross Total :		10	10	100%	100%

Source : Data collected on March, 2024.

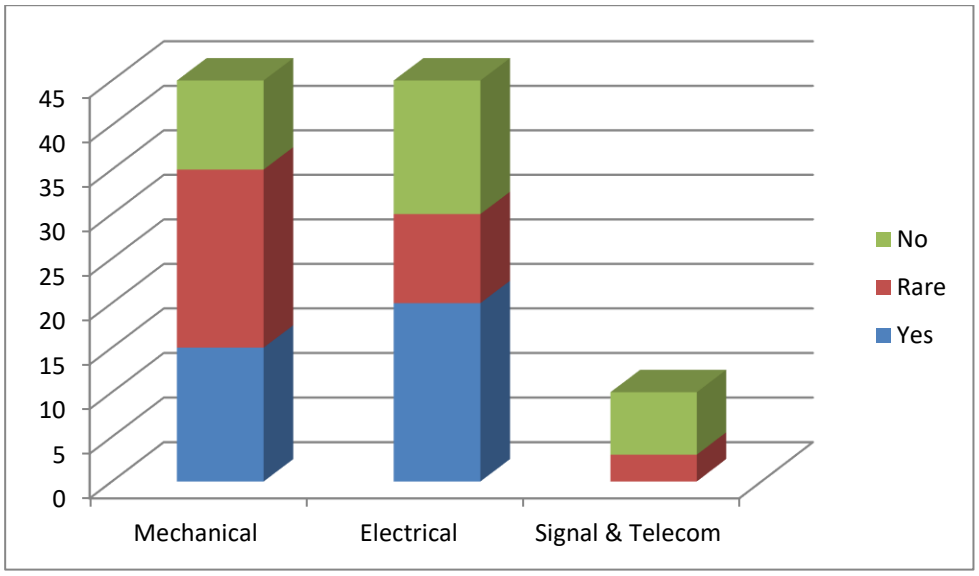


Figure- 8.4 (A) on QWL (obtained by Supervisors)

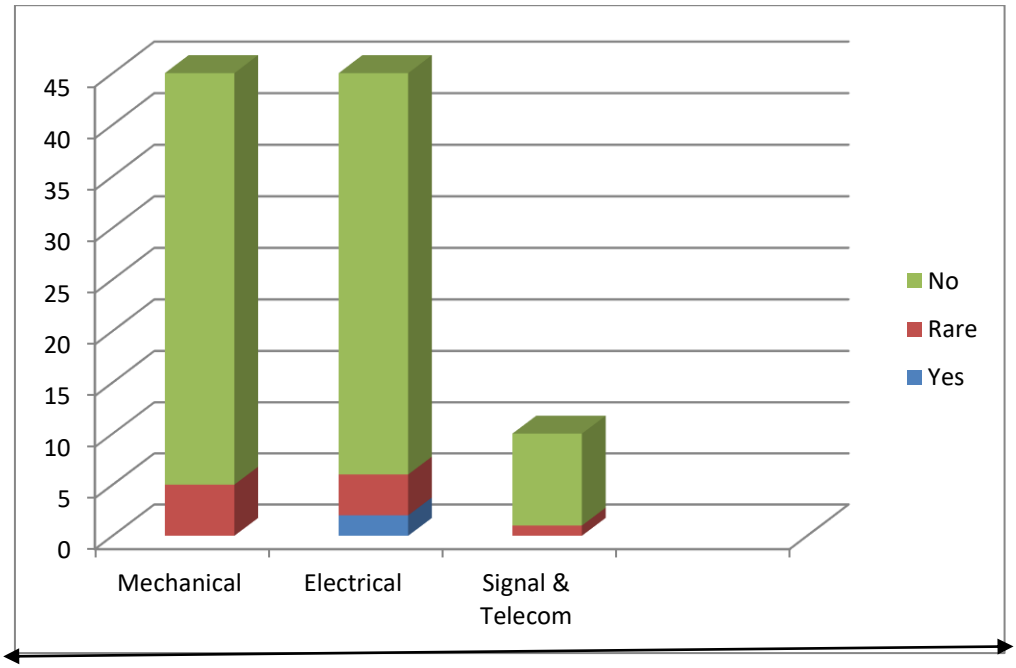


Figure - 8.4 (B) on QWL (obtained by Officers)

Interpretation :

The term "job satisfaction" on QWL refers to how satisfied an employee is at his/her organization. Factors such as working environment, people at work, job security, and work responsibilities majorly impact an individual's job dissatisfaction levels. With better job satisfaction comes an improved quality of work life. Based on the collected data on the Quality of Work Life (QWL) programs and the perceived satisfaction among employees in different departments, it has been observed that in the Mechanical Department, the response of the Supervisors: Yes: 15 (33%) , Rare: 20 (44%) , No: 10 (22%) of Total Respondents: 45 (100%) where as for Officers: Yes: 0 (0%), Rare: 5 (11%) , No: 40 (89%) of Total Respondents: 45 (100%). Thus it interprets that the Supervisors have a moderate level of

satisfaction, with 33% feeling satisfied (Yes), 44% experiencing satisfaction rarely, and 22% not satisfied at all and in the case of Officers, on the other hand, show a high level of dissatisfaction, with 89% not satisfied, 11% experiencing satisfaction rarely, and none feeling satisfied. In the Electrical Department the response of the Supervisors: Yes: 20 (44%), Rare: 10 (22%), No: 15 (34%) of the Total Respondents: 45 (100%) whereas in the case of Officers: Yes: 2 (4%), Rare: 4 (8%), No: 39 (88%) of Total Respondents: 45 (100%). This interprets that Supervisors show a higher level of satisfaction compared to the Mechanical department, with 44% satisfied, 22% experiencing satisfaction rarely, and 34% not satisfied whereas the Officers show a high level of dissatisfaction, with 88% not satisfied, 8% experiencing satisfaction rarely, and only 4% satisfied. In the case of Signal & Telecommunication Workshop the response of the Supervisors: Yes: 0 (0%), Rare: 3 (30%), No**:** 7 (70%) of Total Respondents: 10 (100%) whereas for Officers: Yes: 0 (0%), Rare: 1 (10%), No: 9 (90%) of the Total Respondents: 10 (100%). This interprets that Supervisors show the highest level of dissatisfaction among the three departments, with none satisfied, 30% experiencing satisfaction rarely, and 70% not satisfied whereas the Officers also show high dissatisfaction, with 90% not satisfied, 10% experiencing satisfaction rarely, and none feeling satisfied. The data suggests that QWL programs may need significant improvements, particularly for officers across all departments, as their satisfaction levels are critically low. Efforts to enhance the work environment, address specific grievances, and tailor QWL programs to meet the needs of these employees could potentially improve their satisfaction levels.

8.5. **Working Conditions of the Organisation** :

The table given below depicts the respondents' of the three departments of the Northeast Frontier Railway at Guwahati on working conditions of the organization:

Table- 8.5 on Working Conditions of Employees

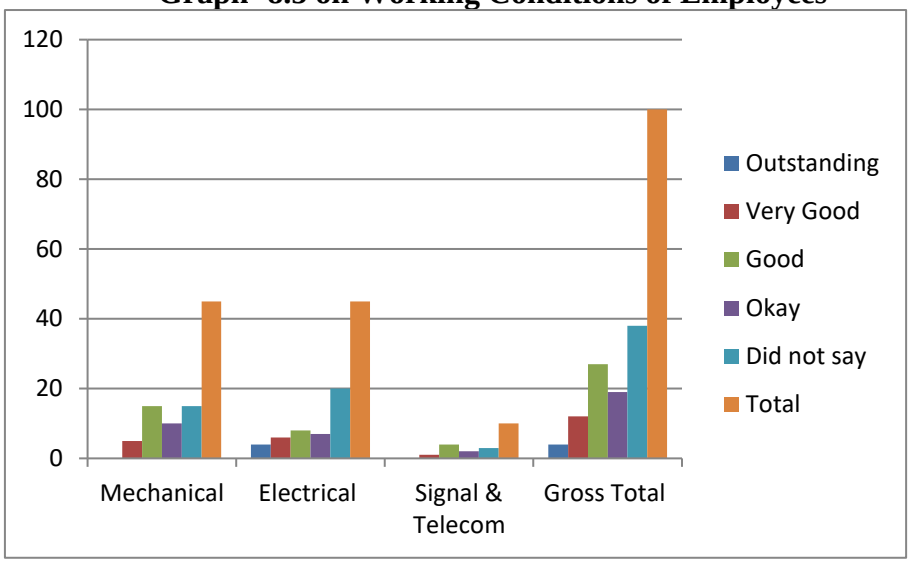
Departments	Responses Received	Number of Respondents	Percentage
Mechanical	Outstanding	00	0%
	Very Good	05	11%
	Good	15	33%
	Okay	10	23%
	Did not say	15	33%
	Total :	45	100%

Table- 8.5 on Working Conditions of Employees

Electrical	Outstanding	04	9%
	Very Good	06	13%
	Good	08	18%
	Okay	07	16%
	Did not say	20	44%
	Total :	45	100%
Signal & Telecom Workshop	Outstanding	00	0%
	Very Good	01	10%
	Good	04	40%
	Okay	02	20%
	Did not say	03	30%
	Total :	10	100%

Source : Data collected on March, 2024.

Graph- 8.5 on Working Conditions of Employees



Interpretation of the data on Working Conditions:

The data represents the feedback from employees in three departments (Mechanical, Electrical, and Signal & Telecom Workshop) regarding their working conditions, from which it has been observed that in the Mechanical Department, out of Total Respondents**:** 45, the responses obtained are Outstanding: 0 (0%), Very Good**:** 5 (11%), Good**:** 15 (33%), Okay: 10 (23%) and Did not say: 15 (33%). The main Observations are that a significant portion of respondents (33%) rated the working conditions as "Good" , an equal percentage (33%) chose not to provide a rating ("Did not say") , Very few employees (11%) rated the working conditions as "Very Good" and No respondents rated the conditions as "Outstanding". In the Electrical Department , out of Total Respondents: 45, Outstanding**:** 4 (9%), Very Good: 6 (13%), Good**:** 8 (18%), Okay**: 7 (**16%) and Did not say: 20 (44%). The focused Observations are that the largest group (44%) did

not provide a rating ("Did not say"), a small percentage (9%) rated the conditions as "Outstanding", "Good" and "Okay" ratings combined account for 33% of the responses and only a minor segment rated the conditions as "Very Good" (13%). In the Signal & Telecom Department , out of Total Respondents: 10**,** Outstanding: 0 (0%) , Very Good**:** 1 (10%), Good**:** 4 (40%), Okay: 2 (20%) and Did not say: 3 (30%). The focused Observations are that the highest percentage (40%) rated the working conditions as "Good", a notable portion (30%) did not provide a rating ("Did not say"), a small group (10%) rated the conditions as "Very Good" and no respondents rated the conditions as "Outstanding". The above insights reveal that in the Mechanical Department there is a moderate satisfaction with a strong inclination towards "Good" and high percentage of non-respondents suggests possible disengagement or indecisiveness and in the Electrical Department , there is a mixed satisfaction with a notable portion of respondents rating conditions as "Okay" or "Did not say", the presence of "Outstanding" ratings indicates some high satisfaction but not widespread and in the Signal & Telecom Department Workshop , there prevails **h**ighest satisfaction rate with 50% of respondents rating "Good" or better and a significant number of non-responses (30%) needs to be addressed.

8.6. **Good Pay Increases Job Satisfaction after implementation of the 7th CPC (assessed in combination of the three departments of the Railway (Mechanical + Electrical + Signal & Telecommunication Workshop** :

Departments	No of participated respondents	Employee View received from 100 employees	Responses Received combined	Percentage
Technical	45 + 45 + 10	Yes	36	36%
		Sometimes	24	24%
		No	40	40%
Gross Total	100		100	100%

Table- 8.6 of Good Pay increases Job Satisfaction

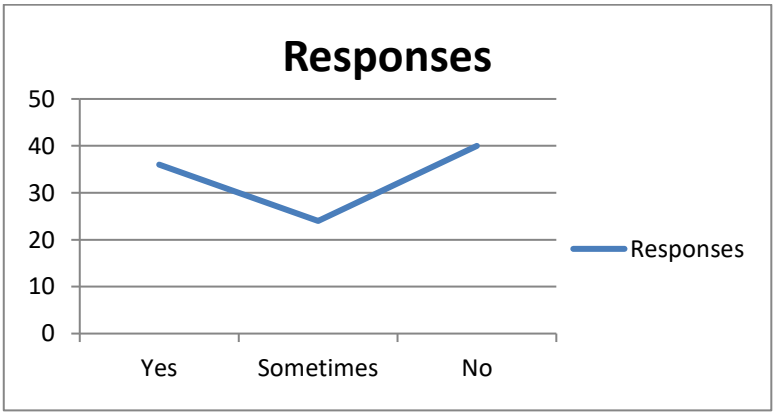


Figure - 8.6 of Good Pay increases Job Satisfaction

Source: Data collected on March, 2024.

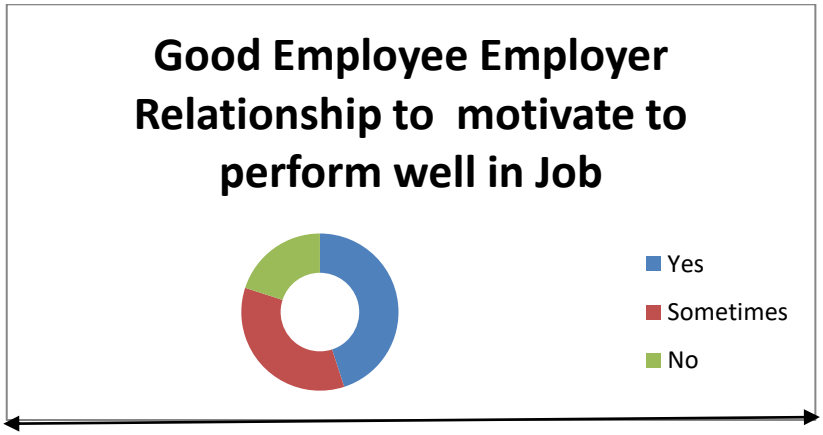
Interpretation :

The table and the Figure reflects the overall Feedback on Pay Increases and Job Satisfaction of the employees in combination of the three departments amongst the Technical cadre by way of Positive Response ("Yes"): 36% of the total respondents believe that pay increases enhance job satisfaction and this indicates a significant portion of employees across all three departments perceive a direct positive impact of increased pay on their job satisfaction. The Mixed Response ("Sometimes"): 24% of the total respondents feel that pay increases sometimes affect job satisfaction which suggests that while pay is an important factor, it is not the sole determinant of job satisfaction for these employees. The Negative Response ("No"): 40% of the total respondents do not believe that pay increases lead to job satisfaction and this implies that other factors besides pay increases are more critical in determining job satisfaction for a large portion of the workforce.

8.7. **Good Employee – Employer Relationships that motivates to perform well on Job (assessed in combination with the three departments of the Railway, Mechanical +Electrical + Signal & Telecom Workshop) :**

Departments	No. of participated respondents	Employee View received from 100 employees	Responses received combined	Percentage
Technical	[45 + 45 + 10] = 100	Yes	45	45%
		Sometimes	35	35%
		No	20	20%

Table – 8.7 of Good Employee – Employer Relationships that motivates to perform well on Job.



Graph – 8.7 of Good Employee – Employer Relationships that motivates to perform well on Job.

Interpretation :

The Table shows that of Positive Relationships between employee-employer (45%): 45% of the employees responded with "Yes," indicating they believe that good employee-employer relationships exist and these relationships motivate them to perform well on the job which suggests that nearly half of the workforce finds the current relationships satisfactory and motivating, which is a positive indicator for the management practices in place. The Moderate Relationships between employee employer relationships (35%): 35% of the employees responded by "Sometimes," suggesting that while there are instances of positive relationships, consistency might be lacking which shows that these employees experience variability in their interactions with their employer, indicating that improvements could be made to ensure more consistent and frequent positive engagements. The Negative Relationships between employee - employer (20%): 20% of the employees responded with "No," indicating a lack of good relationships with their employer, which likely impacts their motivation negatively which is a significant portion and highlights areas where the employer needs to focus on improving interactions and building better relationships.

8.8. **Job Stress leads to Job dissatisfaction (assessed in combination of the three departments of the Railway) :**

Table – 8.8 of Job Stress leads to Job dissatisfaction.

Departments	No of participated respondents	Employee View received from 100 employees	Responses Received combined	Percentage
Technical:	45 + 45 + 10 = 100	Yes	55	55%
		No	15	15%
		Didn't want to say	40	40%
Gross Total	100		100	100%

Table – 8.8 of Job Stress leads to Job dissatisfaction.

Graph – 8.8 of Job Stress leads to Job dissatisfaction

Interpretation:

The Majority View is that a significant majority (55%) of the respondents believe that job stress leads to job dissatisfaction. This indicates a notable concern among the employees regarding the impact of stress on their job satisfaction. Minority View is that a small percentage (15%) of the respondents feel that job stress does not lead to job dissatisfaction. This minority view suggests that for some employees, job stress may not be a significant factor affecting their satisfaction at work. The Neutral/Undecided View is that a substantial proportion (40%) of the respondents did not want to express their views on this issue. This high percentage of non-committal responses could indicates uncertainty or lack of clarity about how job stress impacts their job satisfaction and a possible reluctance to disclose their true feelings due to fear of repercussions or a lack of anonymity, such indifference towards the issue.

8.9. **Job Satisfaction improves the Organizational Performance (assessed in combination with the three departments of the Railway) :**

Departments	No of participated respondents	Employee View received from 100 employees	Responses Received combined	Percentage
Mechanical + Electrical + Signal & Telecom Workshop:	45 + 45 + 10 = 100	Yes	75	75%
		No	20	20%
		Didn't want to say	05	05%
Gross Total	100		100	100%

Table – 8.9 of Job Satisfaction improves the Organizational Performance.

Graph – 8.9 of Job Satisfaction improves the Organizational Performance.

Primary Source: Field.

Interpretation :

The Table shows that the rate of Job Satisfaction improves organization is of High Agreement: A significant majority (75%) of the respondents believe that job satisfaction improves organizational performance and this suggests that most employees from the combined departments recognize the importance of job satisfaction in enhancing the efficiency, effectiveness, and overall performance of the organization. The Moderate Disagreement is that a smaller proportion (20%) of the respondents do not believe that job satisfaction has an impact on organizational performance and this could be due to various reasons, such as different personal experiences, perceptions of job roles, or external factors that they believe impact performance more significantly than job satisfaction. Neutral/Undecided: A minor segment (5%) did not want to comment on the relationship between job satisfaction and organizational performance. This neutrality could stem from a lack of sufficient information, indifference, or hesitation to express their views on the matter.

8.10. **Job Security of the Railway Employees be effected if AI & ML Technology is used in Railway (assessed combination of the three departments of the Railway) :**

Departments	No of participated respondents	Employee View received from 100 employees	Responses Received combined	Percentage
Technical:	45 + 45 + 10 = 100	Yes	80	80%
		No	15	15%
		Didn't want to say	05	05%
Gross Total	100		100	100%

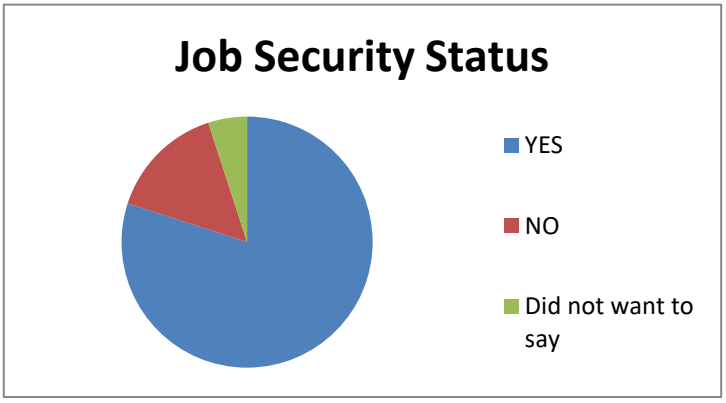


Table & Graph – 8.10 of Job Security of the Railway Employees be affected if AI & ML Technology is used.

Primary Source : Field Data

Interpretation:

Due to Technological Changes, in the event of adoption of the Artificial Intelligence (AI) and Machine Language (ML) by the Indian Railway in respect of Job Security, the Majority Viewpoint of the employees of the above three departments is that 80% of them (80 out of 100**)** believe that the job security of railway employees will be affected if AI and ML technology are used in the railway sector, which indicates a strong concern among employees regarding the impact of technological advancements on their job stability. The Minority Viewpoint of the employees of that departments is that 15% of employees (15 out of 100**)** believe that job security will not be affected and this smaller group is either confident in their roles remaining relevant despite technological changes or perhaps sees opportunities for job transformation rather than elimination, as most of them are well equipped with operations of computer machines having some additional degree . Neutral/Undecided employees constitute 5% (5 out of 100**)** did not express a clear opinion. This group may be uncertain about the implications of AI and ML or prefer not to speculate on the potential outcomes.

8.11. **Dissatisfaction level of APAR System of the Railway (assessed combination of the three departments of the Railway) :**

Departments	No of participated respondents	Employee View received from 100 employees	Responses Received combined	Percentage
Mechanical + Electrical + Signal & Telecom Workshop:	45 + 45 + 10 = 100	Dissatisfied	80	80%
		Satisfied	05	5%
		Didn't want to say	15	15%
Gross Total	100		100	100%

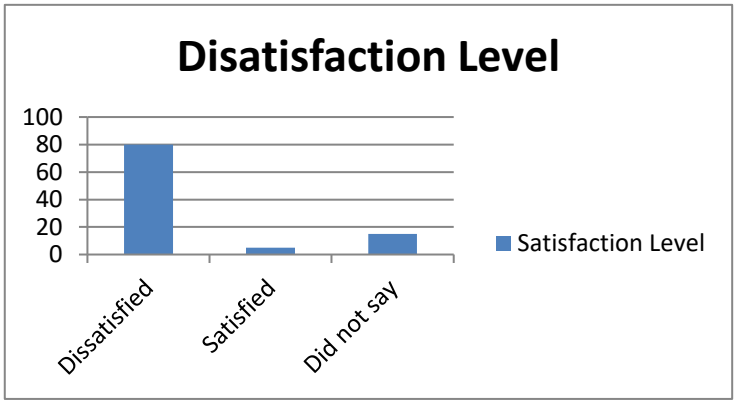


Table & Graph– 8.11 of Dissatisfaction level of APAR System in the Railway.

Primary Source: Field.

Interpretation:

The Table shows that the rate of dissatisfaction level shows that Dissatisfied: 80 respondents (80%), Satisfied: 5 respondents (5%) and Didn't want to say: 15 respondents (15%). The High Dissatisfaction rate shows that a significant majority (80%) of the respondents expressed dissatisfaction with the APAR system which indicates widespread discontent and suggests that the current appraisal system might have notable flaws or inefficiencies affecting employee morale. The Low Satisfaction rate shows that only 5% of the respondents are satisfied with the APAR system which extremely low level of satisfaction highlights potential areas where the system could be improved to meet the employees' expectations and needs. The Reluctance to Comment rate is 15% of respondents did not want to express their views. This could be due to several reasons, such as fear of repercussions, lack of interest, or uncertainty about their opinion and this segment's perspective could provide additional insights if further explored.

8.12. Satisfaction Level of the appraisal system of Annual Performance Appraisal and Review System applied by Employer on of Employees from Level- 1 to Level -6:

Departments: Mechanical + Electrical + Signal & Telecommunication Workshop

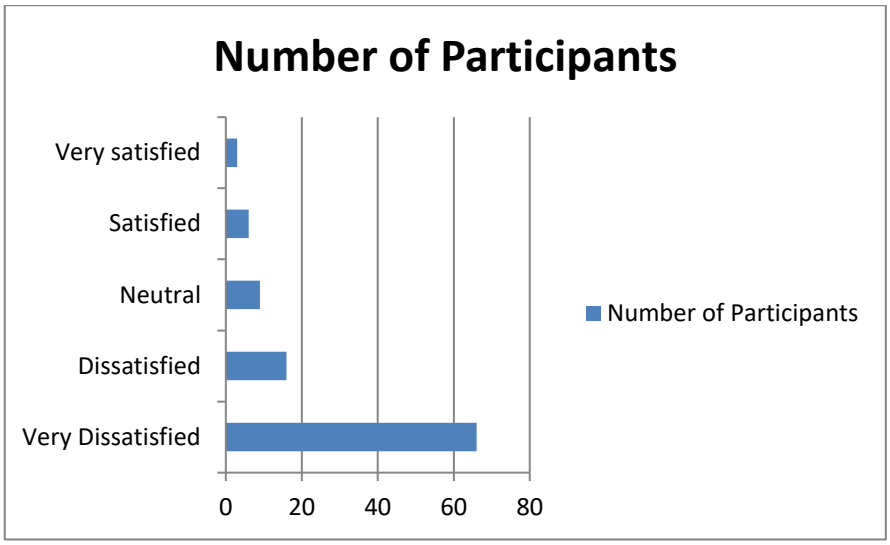
Designation wise Breakup of Employees :

Designation/Level	Number of Employees
Helpers /Level-1	15
Technician –III / Level-2	36
Technician –II / Level-4	17
Technician –I / Level-5	21
Senior Technician /Level-6	11
Total :	100

Very Dissatisfied (Rating) : 1
Dissatisfied (Rating) : 2
Neutral (Rating) : 3
Satisfied (Rating) : 4
Very Satisfied (Rating) : 5

Number of Participants	Elements	Rating	Responses
100	Very dissatisfied	1	66
	Dissatisfied	2	16
	Neutral	3	09
	Satisfied	4	06
	Very satisfied	5	03

LIKERT SCALE ON SATISFACTION LEVEL OF EMPLOYEES ON APAR ASSESSED AND FEEDBACK BY THE ACCEPTING AUTHORITY



Interpretation :

The Likert scale chart above represents the satisfaction levels of the participant based on their responses, the interpretation of the data is that very dissatisfied participants are 66 and the majority of participants (66%) are very dissatisfied, indicating significant issues or dissatisfaction with the elements in question. Dissatisfied participants) are 16, a smaller, yet notable, group (16%) are dissatisfied. Combined with the very dissatisfied group, this suggests a pervasive level of dissatisfaction. Neutral participants neither are 9, a minority (9%) feel neutral, neither satisfied nor dissatisfied, indicating that they do not have strong feelings either way. Satisfied participants are 6, showing a small positive reception. Very satisfied participants are 3 as very few participants (3%) are very satisfied; highlighting that very high satisfaction is rare.

8.13. Satisfaction Level of the Employees in Career Advancement in the departments from Level- 1 to Level -6:

Departments: Mechanical + Electrical + Signal & Telecommunication Workshop

Designation wise Breakup of Employees :

Designation/Level	Number of Employees
Helpers /Level-1	15
Technician –III / Level-2	36
Technician –II / Level-4	17
Technician –I / Level-5	21
Senior Technician /Level-6	11
Total :	100

Strongly Agree (Point) : 5
Agree (Point) : 4
Neither Agree nor disagree (Point) : 3
Disagree (Point) : 2
Strongly disagree (Point) : 1

Number of Participants	Promotions earned	Responses
100	0	15
	1	36
	2	17
	3	21
	4	11

Table – 8.13 (A)

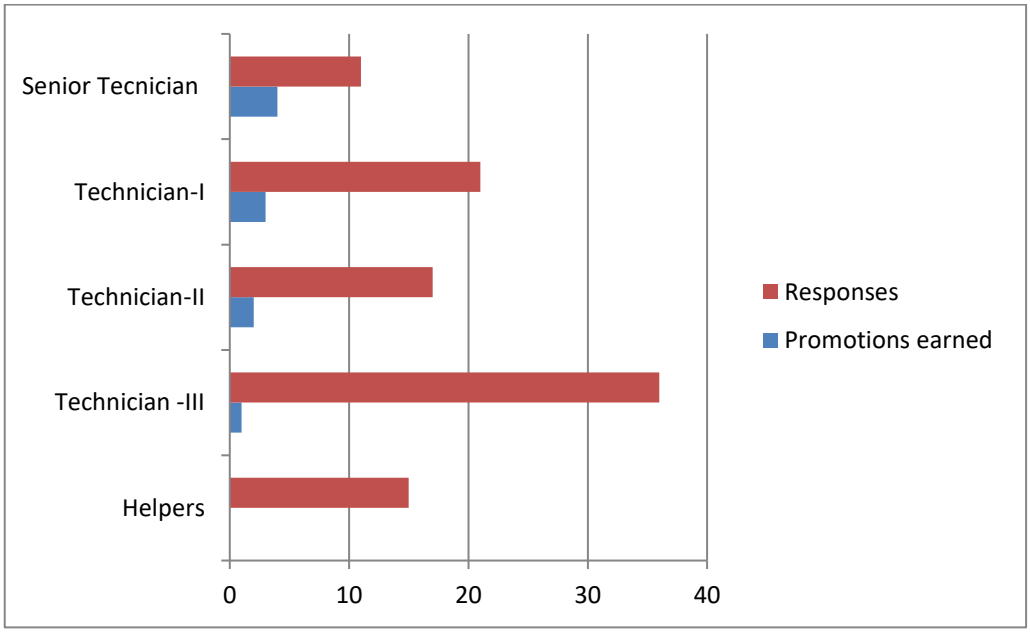
Number of Participants	Elements	Responses
100	Strongly disagree	55
	Disagree	19
	Neither agree nor disagree	09
	Agree	08
	Strongly agree	09

Table – 8.13 (B)

Likert Scale (Horizontal)

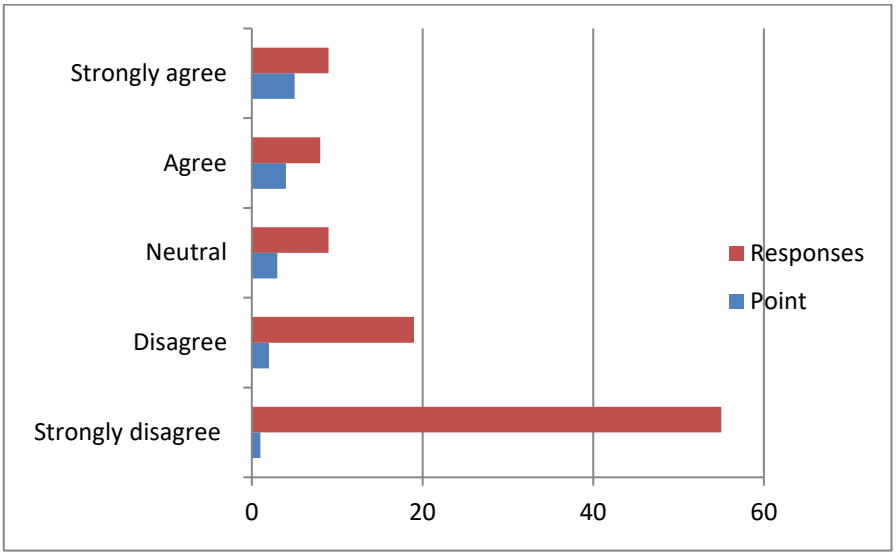
Satisfaction Level of the Employees in Career Advancement in the departments from Level - 1 to Level - 6.

Promotions Earned



Graph- 8.13 (A)

Satisfaction Level on Promotions



Graph- 8.13 (B)

Interpretation on Promotions :

Total Participants**:** The sum of responses (15 + 36 + 17 + 21 + 11) is 100, confirming that the data accounts for all participants.

Mean (Average) Number of Promotions: The mean number of promotions earned by the participants is 1.77. This means that, on average, each participant earned approximately 1.77 promotions.

Mean is arrived at :

Mean =

$$\frac{[\ (0x15) + (1x36) + (2x17) + (3x21)\ (4x11)\ ]}{[15 +36+17+21+11]} = 1.77$$

Variance is arrived at :

Variance =

$$\frac{[15x(0-1.77)^2+36x(1-1.77)^2+17x(2-1,77)^2+21x(3-1.77)^2+11x(4-1.77)^2]}{100}$$

$$= 1.55$$

The Variance **is** 1.557. This value measures how much the number of promotions earned by participant's deviates from the mean. A variance of 1.557 indicates that there is some spread around the average number of promotions earned. Most participants earned 1 promotion (36 participants), which is the mode of the distribution. The average number

of promotions earned is 1.77, indicating that on average, participants received between 1 and 2 promotions.The variance shows that while some participants earned significantly more or fewer promotions than the average, most were relatively close to the mean.

Interpretation on Satisfaction Level on Promotion:

Total Participants**:** The sum of responses (15 + 36 + 17 + 21 + 11) is 100, confirming that the data accounts for all participants.

Mean Survey Response:

$$\text{Mean} = \frac{[(1x55) + (2x19) + (3x9) + (4x8) + (5x9)]}{[55 + 19 + 9 + 8 + 9]} = 1.97$$

Variance is arrived at :

$$\text{Variance} = \frac{[55x(1-1.97)^2+19x(2-1.97)^2+9x(3-1,97)^2+8x(4-1.97)^2+9x(5-1.97)^2]}{100}$$

$$= 1.76$$

Interpretation of the degree of satisfaction among the employees of Technical cadre shows that the Mean Survey Response is 1.97, indicating that on average, participants tend to disagree slightly more than being neutral or agreeing. This suggests a general negative sentiment among the participants and the Variance is of 1.76 indicates a moderate spread of opinions among participants. This means there is a noticeable variation in the responses, with many participants at the extremes (either strongly disagreeing or strongly agreeing). The Overall Sentiment is that the average response being close to 2 (Disagree) suggests that participants generally have a negative sentiment towards the survey question and **s**pread of Opinion is that **t**he moderate variance indicates that while many participants strongly disagree, there are still significant numbers who either strongly agree or have varying levels of agreement or neutrality.

8.14. Satisfaction Level of the Employees in the matter of grant of financial benefits under Assured Career Progression or Modified Assured Career Progression Scheme as introduced by the Government of India after implementation of the 6th CPC and 7th CPC in the above three departments from Level- 1 to Level -6:

Departments: Mechanical + Electrical + Signal & Telecommunication Workshop

Designation wise Breakup of Employees :

Designation/Level	Number of Employees
Helpers /Level-1	15
Technician –III / Level-2	36
Technician –II / Level-4	17
Technician –I / Level-5	21
Senior Technician /Level-6	11
Total :	100

Strongly Agree (Point) : 5
Agree (Point) : 4
Neither Agree nor disagree (Point) : 3
Disagree (Point) : 2
Strongly disagree (Point) : 1

(i) Do you agree that the Railways implement ACP Scheme properly and before implementation of the 6th / 7th CPC?

Table- 8.14 (i)

Number of Participants	Elements	Responses
100	Strongly disagree	50
	Disagree	15
	Neither agree nor disagree	10
	Agree	10
	Strongly agree	15

(ii) Do you agree that the Railways implement the MACP Scheme properly and before retirement of the employees due to implementation of the 6th / 7th CPC w.e.f. 01/01/2016?

Table- 8.14 (ii)

Number of Participants	Elements	Responses
100	Strongly disagree	50
	Disagree	20
	Neither agree nor disagree	12
	Agree	10
	Strongly agree	08

(iii) Do you agree that the Railways process and implement the MACP Scheme twice in a year or once in a year or in irregular manner?

Table- 8.14 (iii)

Number of Participants	Elements	Responses		
		Once in a Year	Twice in a Year	Irregular manner
100	Strongly disagree	0	100	0
	Disagree	0	0	0
	Neither agree nor disagree	0	0	0
	Agree	0	0	0
	Strongly agree	100	0	100

(iv) Do you agree that due to not taking timely action by the Railways, even after Very Good was rated in three consecutive year and the employee concerned is already due for the financial benefits under MACP Scheme but due to issue of subsequent Charge Sheet, the employee concerned is being deprived of from the said benefits?

Table- 8.14 (iv)

Number of Participants	Elements	Responses
100	Strongly disagree	0
	Disagree	0
	Neither agree nor disagree	0
	Agree	0
	Strongly agree	100

(v) Do you agree that even after exoneration of the charges the employee concerned has not been given the benefits under MACP Scheme in your Railways ?

Table- 8.14 (v)

Number of Participants	Elements	Responses
100	Strongly disagree	0
	Disagree	0
	Neither agree nor disagree	0
	Agree	0
	Strongly agree	100

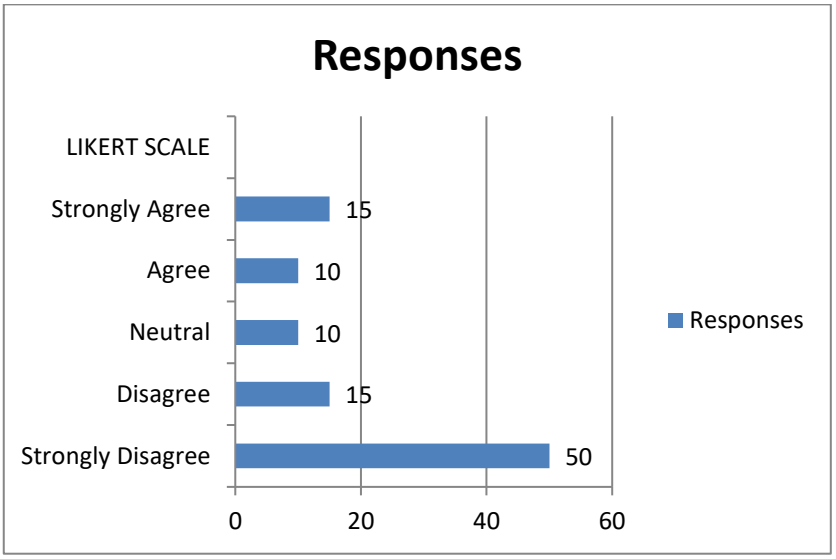
We can analyze those data by using the **Likert Scale**:- For each question, we assign points based on the response options provided (for *Strongly disagree to Strongly agree.*

Strongly disagree	Assigned Points	1
Disagree		2
Neither agree nor disagree		3
Agree		4
Strongly agree		5

Question (i):

Do you agree that the Railways implement ACP Scheme properly and before implementation of the 6th / 7th CPC?

Graph- 8.14 (i)



To interpret the data analysis based on the Likert scale responses for the ACP (Assured Career Progression) Scheme implementation by Railways before the 6th / 7th CPC (Central Pay Commission), we can summarize the responses as follows:

1. Strongly Disagree: 50 responses
2. Disagree: 15 responses
3. Neither Agree nor Disagree: 10 responses
4. Agree: 10 responses
5. Strongly Agree: 15 responses

To analyze this data, it has been found that the Total Responses: 100; Negative Responses (Strongly Disagree + Disagree): 65 (50 + 15); Neutral Responses (Neither Agree nor Disagree): 10; **and** Positive Responses (Agree + Strongly Agree): 25 (10 + 15).

The Positive Sentiment (Agree/Strongly Agree): 25% ; Negative Sentiment (Strongly Disagree/Disagree)**:** 65% ; and Neutral Sentiment (Neither Agree nor Disagree): 10%. The majority of participants (65%) hold a negative view (Strongly Disagree or Disagree) regarding the proper implementation of the ACP Scheme by Railways before the 6th / 7th CPC. Only a minority (25%) expressed positive sentiments (Agree or Strongly Agree). Additionally, 10% of respondents were neutral on the matter.

Interpretation:

Total responses: 100

Total points: (50×1)+(15×2)+(10×3)+(10×4)+(15×5)=405

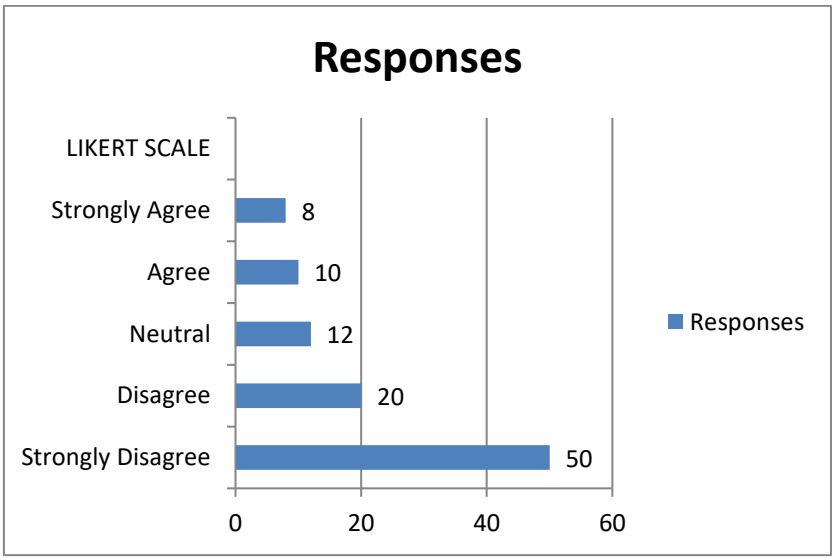
Average Score : (405/100) = 4.05

This data suggests that a significant portion of the respondents perceive that the ACP Scheme was not properly implemented by Railways before the 6th / 7th CPC. The positive responses, though present, are outweighed by the negative and neutral sentiments, indicating dissatisfaction or uncertainty among participants regarding the implementation of this scheme during that period.

Question (ii):

Do you agree that the Railways implement the MACP Scheme properly and before retirement of the employees due to implementation of the 6th / 7th CPC w.e.f. 01/01/2016?

Graph- 8.14 (ii)



To analyze and interpret the data based on the Likert scale responses regarding the implementation of the MACP Scheme by Railways before retirement due to the 6th / 7th CPC (effective from 01/01/2016), we can calculate the percentages of each response category as (i) Strongly disagree: 50; (ii) Disagree: 20; (iii) Neither agree nor disagree: 12; (iv) Agree: 10 ; and (v) Strongly agree: 8.

Calculation of Score:

Total score=(50×1)+(20×2)+(12×3)+(10×4)+(8×5) = 206.

Total participants: 100

Average score: 206/100 = 2.06

Interpretation :

From the data so collected , it has been found that "Negative perceptions" (Disagree + Strongly disagree): 20 +50 =70 , which indicates that 70 of the respondents have negative views about the proper implementation of the MACP Scheme by Railways before retirement due to the 7th CPC, followed by the "Neutral perception" (Neither agrees nor disagree): 12 that indicates that respondents neither agree nor disagree, suggesting uncertainty or lack of strong opinion and that of "Positive perceptions" (Agree + Strongly agree): 10 +8 =18 that shows that only 18% of respondents agree or strongly agree with the statement that Railways implement the MACP Scheme properly before retirement due to the 7th CPC.The data analysis indicates that a significant majority (70%) of respondents hold negative views regarding the proper implementation of the MACP Scheme by the Railways before retirement after implementation of the 7th CPC, i.e. on or before the date of retirement , the employees have not got their due benefits of financial upgradation under MACP . Only a minority (18%) express positive views, while a smaller portion (12%) neither agree nor disagree. This suggests that there is a perceived dissatisfaction or skepticism among the respondents about the implementation of the MACP Scheme in the context of the 7th CPC.

Question (iii):

Do you agree that the Railways process and implement the MACP Scheme twice in a year or once in a year or in irregular manner?

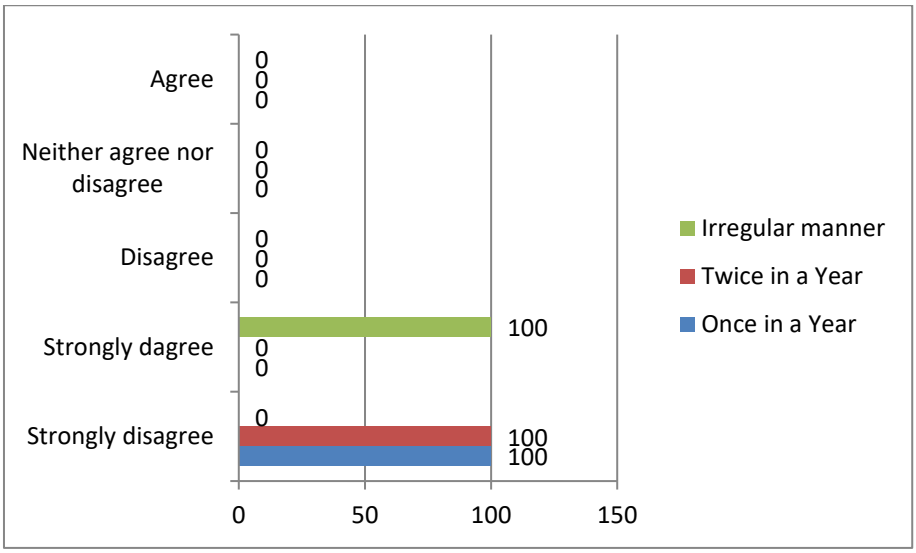
The Tabulating Data of 100 responses to the aforesaid Question is as follows :

Responses	Once in a Year	Twice in a Year	Irregular manner
Strongly disagree	100	100	0
Disagree	0	0	0
Neither agree nor disagree	0	0	0
Agree	0	0	0
Strongly agree	0	0	100

From the aforesaid responses, it is clear that the Respondents overwhelmingly believe that the MACP Scheme is not implemented once a year or twice a year, as indicated by the 100 strong disagreements for both these options and there is a unanimous strong agreement

(100 responses) that the scheme is implemented in an irregular manner. ince all responses are either strongly disagree , for once in a year or strongly agree , for irregular manner , the interpretation would be that majority strongly disagree (1) for once in a year and majority strongly agree (5) for irregular manner. It can be shown by the following Likert Scale :

Graph- 8.14 (iii)



Calculation of Average Score : Total Score/Number of Participants

[(100X1) + (100X1) + (100X5)]/100 = 7.0

The interpretation of the data is that in the case of responses of "Strongly Disagree", a significant portion of respondents (100) strongly disagree that the Railways implement the MACP Scheme once a year. Similarly, an equal number (100) strongly disagree that it is implemented twice a year. No respondents strongly disagree that the scheme is implemented in an irregular manner. In case of "Disagree", "Neither Agree nor Disagree" and "Agree" no respondents disagree with any of the implementation frequencies ; no respondents are neutral on any of the implementation frequencies ; and no respondents agree with any of the implementation frequencies respectively. In the case of **"**Strongly Agree**"** all respondents (100) strongly agree that the Railways implement the MACP Scheme in an irregular manner.

Question (iv):

Do you agree that due to not taking timely action by the Railways, even after Very Good was rated in three consecutive years, employees are being deprived of financial benefits under MACP Scheme due to subsequent issues of Charge Sheet Memorandum?

Data of collected from a 100 Number of Participants:

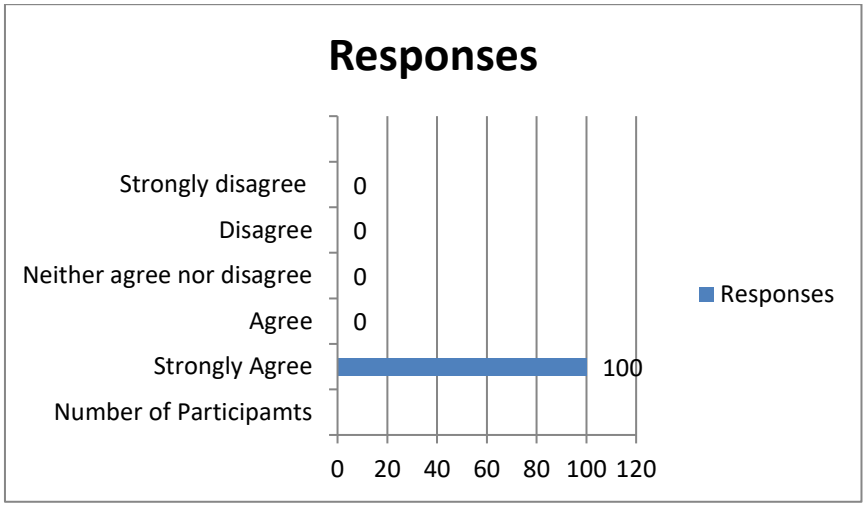
Number of Participants	Elements	Responses
100	Strongly disagree	0
	Disagree	0
	Neither agree nor disagree	0
	Agree	0
	Strongly agree	100

The mode is the value that appears most frequently in a dataset and in this dataset, the only response provided by all participants is "Strongly agree". Therefore, the mode is "Strongly agree".

Mean of the data set : The mean (average) is calculated by dividing the sum of all values by the number of values.

Mean : (100 X 5) /100 = 5

Graph- 8.14 (iv)



LIKERT SCALE

Average Score : [100X5/100] = 5

Interpretation :

The interpretation using Liker Scale the Central Tendency has been found as Mode of the data is "Strongly Agree" since it is the most frequently occurring response ; the Median of the data is that since all responses are "Strongly Agree," the median is also "Strongly Agree" ; Dispersion is that there is no dispersion in the responses as all participants strongly agree, indicating unanimous sentiment and Percentage Agreement is 100% of the participants strongly agree with the statement. There is a unanimous Agreement that the data clearly shows unanimous agreement that the employee is being deprived of the

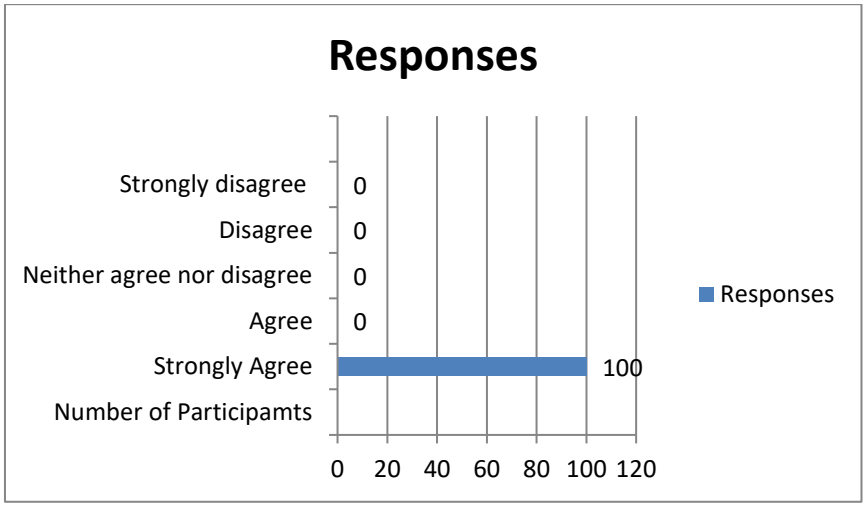
financial benefits under the MACP Scheme due to the Railways' delay and the subsequent charge sheet and the Employee Sentiment shows that **t**he strong consensus indicates that the issue is viewed as significant and problematic by all participants. There is a strong perception of unfairness or administrative failure.

Question (v):

Do you agree that even after exoneration of the charges, employees are not given the benefits under MACP Scheme in your Railways?

The breakdown of responses are “Strongly disagree” , “Disagree”, “Neither agree nor disagree” and “Agree” rated as 0 (zero) and “Strongly agree” rated as 100.

Graph- 8.14 (v)



LIKERT SCALE

Average Score : [100X5/100] = 5

Interpretation :

This distribution indicates a unanimous opinion among the participants. All 100 respondents strongly agree that even after exoneration of charges, the concerned employee has not been given the benefits under the MACP Scheme in your Railways. The data interprets that of showing of complete consensus among the respondents. This unanimity suggests a strong sentiment among the participants regarding the issue raised in the statement. The Possible Implications may be that of Organizational Issue that could indicate a perceived or real issue within the railway system regarding the implementation of the MACP Scheme post-exoneration and also that Employee Perception that shows that there is a unanimous agreement might reflect a widespread perception among employees that exoneration does not necessarily lead to fair treatment

in terms of benefits. Such unanimous agreement warrants further investigation into the specific cases and policies surrounding the MACP Scheme within your Railways. It may also prompt a review of how exoneration impacts employee benefits and policies.

8.15. Illegality caused by the Railway authorities in promotional prospect of an employee in the Railway:

Departments: Mechanical + Electrical + Signal & Telecommunication Workshop

Designation wise Breakup of Employees :

Designation/Level	Number of Employees
Helpers /Level-1	15
Technician –III / Level-2	36
Technician –II / Level-4	17
Technician –I / Level-5	21
Senior Technician /Level-6	11
Total :	100

Do you agree that due to not taking of any action by the Reporting/ Reported/ Accepting officer to an employee on his/her doubtful integrity etc. by informing the employee concerned by issuing of Charge Sheet or any departmental action , necessary to give an opportunity to him/her to prove innocence, his/her promotion was not given in due time?

Strongly Agree (Point) : 5
Agree (Point) : 4
Neither Agree nor disagree (Point) : 3
Disagree (Point) : 2
Strongly disagree (Point) : 1

Number of Participants	Elements	Responses
100	Strongly disagree (SD)	6
	Disagree (D)	4
	Neither agree nor disagree (N)	09
	Agree (A)	16
	Strongly agree (SA)	65

To analyze the data using a chi-square test, the researcher has set up hypotheses and then perform the test based on the provided responses.

Hypotheses:

Null Hypothesis (H0): There is no association between the opinion on whether the promotion was delayed due to inaction regarding the employee's integrity and the response categories.

Alternative Hypothesis (H1): There is an association between the opinion on whether the promotion was delayed and the response categories.

Given Responses are : Strongly disagree: 6; Disagree: 4; Neither agree nor disagree: 9; Agree: 16 ; and Strongly agree: 65

Total Participants: 100

Expected Responses (assuming equal distribution): Each response category would ideally have 20 responses (since 100/5=20).

Contingency Table:

Responses	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Total
Promotion not delayed (Observed)	6	4	9	16	65	100
Promotion delayed (Expected)	20	20	20	20	20	100
Total	26	24	29	36	85	200

Calculation of the Expected Frequencies: Expected frequencies are based on the assumption that responses are evenly distributed.

Value of X^2 Statistics: Σ (O-E)^2/E, where O is the observed frequency and E is the expected frequency.

$$X^2 : \frac{(6-20)^2}{20} + \frac{(4-20)^2}{20} + \frac{(9-20)^2}{20} + \frac{(16-20)^2}{20} + \frac{(65-20)^2}{20} : \mathbf{130.7}$$

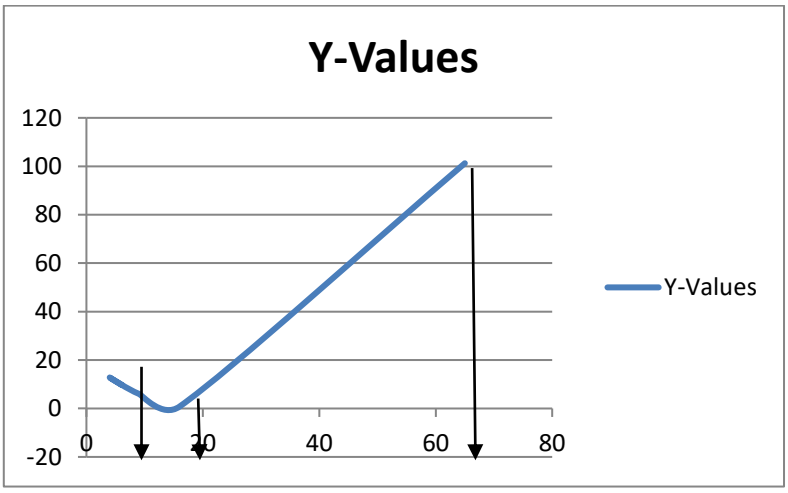
Degrees of Freedom (df) is determined by the formula of df $= (r - 1) \times (c - 1)$, where r and c denote the number of rows and columns of the responses respectively or df = (Number of Categories – 1) = 5 – 1 = 4. Or where r = 2 and c = 5 and so df = (2 – 1) x (5-1) = 4.

Compare with Critical Value: The value of $\alpha = 0.05$ is chosen based on convention or the context of the hypothesis test. The value of α is known as the significance level, represents the probability of rejecting the null hypothesis when it is actually true. If the value of X^2 is greater than the Critical Value , then the Null Hypothesis is rejected due to significant association and if the value of X^2 is lesser than the Critical Value, then the Null Hypothesis fail to reject that means there is no significant association. The critical value of chi-square for a given degree of freedom (df) of 4 can be found from the chi-square distribution table or calculated using statistical software. For a significance level (α) of 0.05, which is commonly used, the critical value of chi-square with df=4 is

approximately 9.49. The p-value is the probability of obtaining a chi-square statistic as extreme as 130.7 or more extreme, under the null hypothesis (that there is no association between variables). Given that the chi-square statistic is quite large (130.7) and exceeds typical critical values, the p-value would be extremely small, typically much less than 0.001.

	SD	D	N	A	SA
X- axis (Responses)	6	4	9	16	65
Y-axis ($X^{\wedge 2}$)	9.8	12.8	6.05	0.8	101.25

Chi Square Graph



Interpretation:

Based on the chi-square test results, it is found that the Value of $X^{\wedge 2}$ = 130.7 is greater than Critical Value = 0.05 (5% risk of error), this suggests that there is a significant association between opinions on whether the promotion was delayed due to inaction regarding integrity etc. by informing the employee concerned by issuing of Charge Sheet or any departmental action , necessary to give an opportunity to him/her to prove innocence , on which from the responses provided, it appears that there is total discontentment among the employees for not taking timely action by the railway authorities causing delay in promotional prospects of the employees.

8.16. Utilization of the technical employees in the tasks of the departments by the Railway officials of the lower level management (i.e. supervisors) and middle level management (i.e. controlling officers of the depot /workshop/field offices):

Departments: Mechanical + Electrical + Signal & Telecommunication Workshop

Designation wise Breakup of Employees:

Designation/Level	Number of Employees
Helpers /Level-1	15
Technician –III / Level-2	36
Technician –II / Level-4	17
Technician –I / Level-5	21
Senior Technician /Level-6	11
Total :	100

(i) How do you score in respect of utilization of employees are being made effectively made by the supervisors and the controlling officers of the depot/filed offices/workshops by deputing the technical staff to their assigned jobs?

Excellent : 5
Very Good : 4
Good : 3
Acceptance : 2
Fail : 1

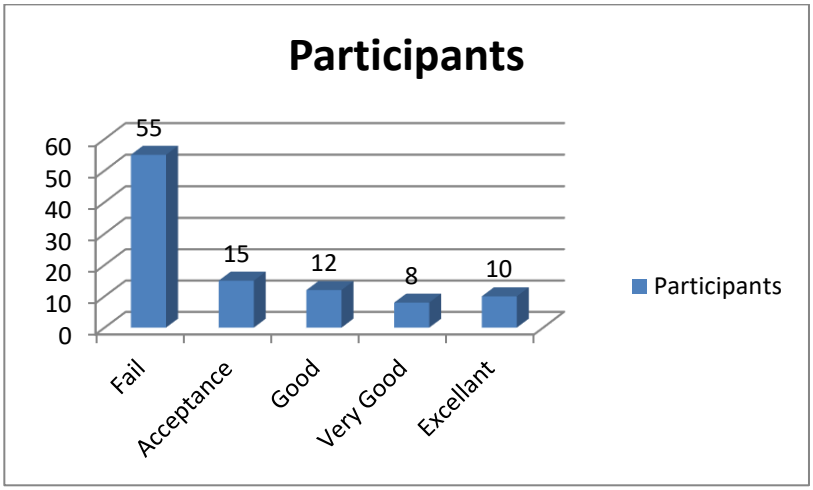
Number of Participants	Elements	Responses
100	Fail (F)	55
	Acceptance (A)	15
	Good (G)	12
	Very Good (VG)	08
	Excellent (E)	10

To analyze and interpret the data using weighted mean, mode, and median for the effectiveness of employee utilization by the Statistical Method which is explained as follows :

- To calculate the Weighted Mean, we will multiply each response category score by the number of participants who gave that response, then divide by the total number of participants. The Weighted Mean is : $[(1\times55)+(2\times15)+(3\times12)+(4\times8)+(5\times10)] \div 100 = 2.03$.
- To calculate the Mode we have the assertion that the mode is the response category that appears most frequently in the dataset and therefore, the required Mode = Fail (F) = 55 responses.
- To find the median, arrange the responses in ascending order of their scores and determine the middle value and here the Ordered scores are 1 is 55 times , 2 is 15 times , 3 is 12 times , 4 is 8 times , 5 is 10 times. Since there are 100 responses which is an even number, therefore , the median is the average of the 50th and 51st scores and the needed Median is $(1+1) \div 2 = 1$.

  The Graph showing the utilization of employees by the supervisors and the controlling officers.

Graph – 8.16 (i)



RESPONSES

Interpretation:

The Weighted Mean is 2.03 that Indicates a moderate level of perceived effectiveness in employee utilization. The Mode Value is Fail having 55 responses**,** indicates that the most common response, suggesting that a significant portion of participants rated employee utilization as "Fail". The Median **value is 1** , reflects that half of the responses fall into the "Fail" category, indicating a noticeable trend towards lower ratings. Overall, the analysis suggests that while there are varying opinions, a substantial number of participants view the utilization of employees by Supervisors and Controlling Officers as inadequate categorized as "Fail", with a weighted mean slightly above the "Acceptance" level. This indicates that a need for improvement in how technical staff are to be assigned duties effectively and utilized them in depot/field offices/workshops.

(ii) How do you score in respect of maintenance of Attendance Register of Staff by the supervisors and the controlling officers of the depot/filed offices/workshops so that employees are punctual in duty?

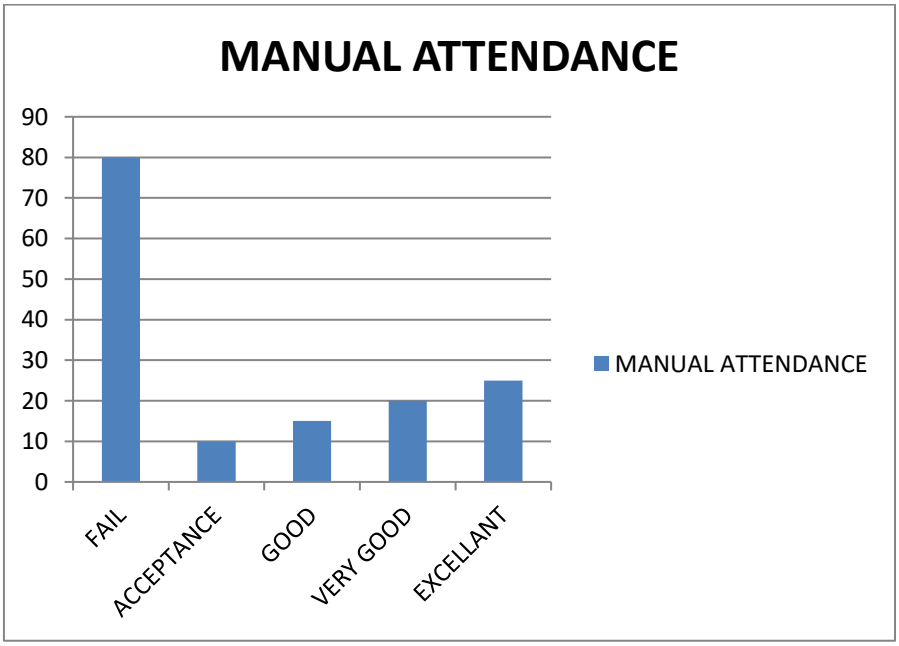
Excellent : 5
Very Good : 4
Good : 3
Acceptance : 2
Fail : 1

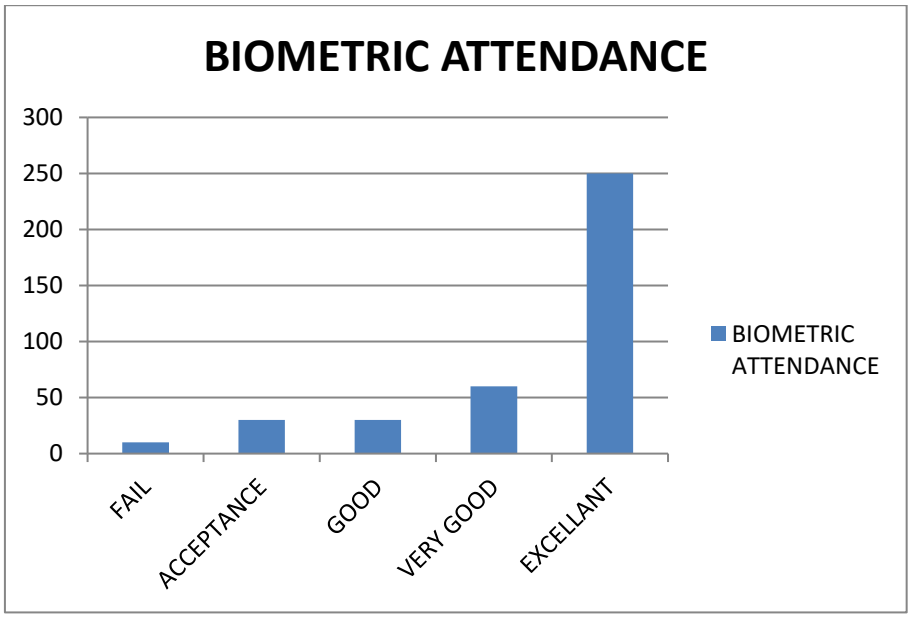
Number of Participants	Elements	Responses	
		Manual	Biometric
100	Fail (F)	80	10
	Acceptance (A)	5	15
	Good (G)	5	10
	Very Good (VG)	5	15
	Excellent (E)	5	50

To analyze and interpret the data using Guttman's Table, we need to summarize the responses based on the given scoring criteria of Fail (F)**:** 1 point **;** Acceptance (A)**:** 2 points**;** Good (G)**:** 3 points**;** Very Good (VG)**:** 4 points; and Excellent (E)**:** 5 points. Let us calculate the total scores for each type of response (Manual and Biometric):

Manual Attendance Register:	Biometric Attendance:
Fail (F): 80 participants and Score: 80 participants' × 1 point = 80 points.	Fail (F)**:** 10 participants and Score: 10 participants' × 1 point = 10 points.
Acceptance (A): 5 participants and Score: 5 participants × 2 points = 10 points.	Acceptance (A)**:** 15 participants and Score: 15 participants × 2 points = 30 points.
Good (G): 5 participants and Score: 5 participants' × 3 points = 15 points.	Good (G)**:** 10 participants and Score: 10 participants × 3 points = 30 points.
Very Good (VG): 5 participants and Score: 5 participants' × 4 points = 20 points.	Very Good (VG)**:** 15 participants and Score: 15 participants × 4 points = 60 points.
Excellent (E): 5 participants and Score: 5 participants × 5 points = 25 points.	Excellent (E)**:** 50 participants and Score: 50 Participants' × 5 points = 250 points.
Total score for Manual Attendance Register**:** 80 (F) + 10 (A) + 15 (G) + 20 (VG) + 25 (E) = 150 points.	Total score for Biometric Attendance**:** 10 (F) + 30 (A) + 30 (G) + 60 (VG) + 250 (E) = 380 points.

GUTTMAN'S SCALE





Guttman's Scale Analysis:

By Cumulative Pattern Assessment, it has been observed that in case of Manual Attendance Register , the majority of participants (80) rated it as "Fail", very few participants rated it as "Acceptance," "Good," "Very Good," or "Excellent" (5 each). This data indicates a lack of a clear cumulative pattern. Most participants are dissatisfied, and there is no gradual increase in higher ratings. In case of the Biometric Attendance, the ratings follow a more cumulative pattern by Fail as 10 participants, Acceptance as 15 participants, Good as 10 participants, Very Good as 15 participants and Excellent as 50 participants. The distribution suggests that higher ratings (Excellent) are more frequent than lower ones, fitting a cumulative scale.

Reproducibility Coefficient (CR) :

To calculate the CR, we need the number of errors and the total number of responses.

- Manual Attendance Register:

  Total Responses: 80 (F) + 5 (A) + 5 (G) + 5 (VG) + 5 (E) = 100

  Given the data, most responses are "Fail," indicating many deviations from a cumulative pattern.

  Estimating errors: Assume responses not fitting the cumulative pattern (e.g., a participant rating "Excellent" but not "Good").

  Number of Errors: Approximate based on the visible non-cumulative pattern.

- Biometric Attendance:

  Total Responses: 10 (F) + 15 (A) + 10 (G) + 15 (VG) + 50 (E) = 100

  The cumulative pattern is more apparent, so errors are minimal.

  Number of Errors: Minimal, primarily in transitions between categories.

Interpretation :

In the case of Manual Attendance Register: , **t**he high number of "Fail" ratings (80 out of 100) indicates significant dissatisfaction showing the lack of higher ratings (only 5 participants each for higher categories) suggests the system is widely perceived as ineffective and the data does not fit well into a Guttman scale due to the non-cumulative pattern. In the case of Biometric Attendance, it has been seen that **t**he distribution shows a cumulative pattern with higher ratings being more frequent. 50 participants rated it as "Excellent," indicating a high level of satisfaction. The pattern fits the Guttman scale better, suggesting the biometric system is perceived as more effective and satisfactory. The Manual Attendance Register shows predominantly negative feedback with minimal positive ratings and it indicates a need for significant improvement to increase satisfaction whereas the Biometric Attendance shows more positive feedback with a clear cumulative pattern towards higher satisfaction levels and it suggests the biometric system is more effective and better received by participants. The Guttman scale analysis highlights the stark contrast in satisfaction levels between the two attendance systems, emphasizing the need for improvement in the manual system and supporting the effectiveness of the biometric system.

(iii) Do you have knowledge of how many recognized and unrecognized unions are there in your N.F. Railway Zone?

Numbers Recognized Unions	Responses	Numbers Unrecognized Unions	Responses
One	40	One	60
Two	50	Two	10
Three	10	Three	12
Four	0	Four	08
Five	0	Five	10

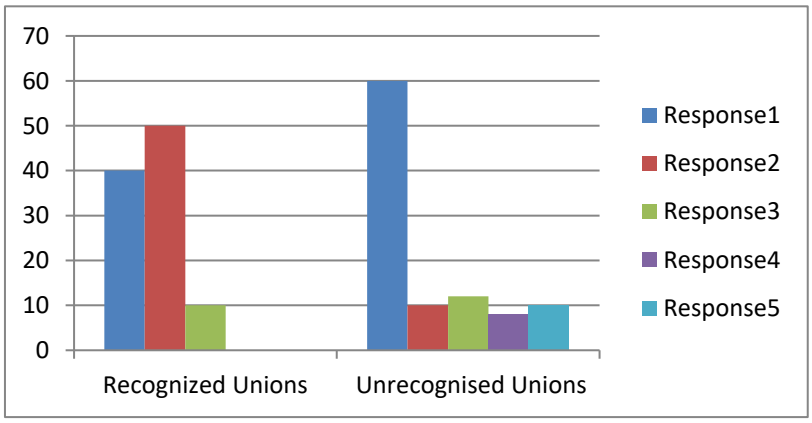


Table & Graph – 8.16 (iii) ;;

Source :- Field Data collected on March, 2024..

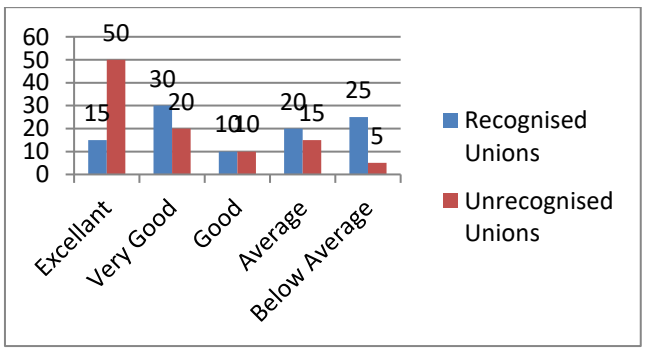
Analysis:-
Based on the received data, the researcher has got information on recognized and unrecognized unions functions in the N.F. Railway Zone. About the Recognized Unions, the majority of respondents (50) indicate that there are two recognized unions in the N.F. Railway Zone ; whereas 40 respondents indicate there is only one recognized union and only a small number (10 respondents) indicate there are three recognized unions, with no responses indicating four or five recognized unions. About the Unrecognized Unions, the majority of respondents (60) indicate there is one unrecognized union in the zone and there are 12 respondents indicating three unrecognized unions, and 10 respondents indicating two unrecognized unions. A smaller number indicate four (8 respondents) or five (10 respondents) unrecognized unions.

Interpretation:
The data provides a Consensus on Recognized Unions by evaluating that there is a stronger consensus among respondents regarding the number of recognized unions, with the majority agreeing on either one or two unions and also the data provide a Variability in Unrecognized Unions evaluating the fact that there is more variability in responses concerning unrecognized unions, suggesting a broader range of perceptions or awareness about the number of such unions. The data further indicates that there might be more clarity or agreement among respondents about the recognized unions compared to the unrecognized ones. This could imply that recognized unions are more formally acknowledged or communicated, whereas unrecognized unions may vary in terms of awareness or acknowledgment among respondents. The absence of responses for four or five recognized unions suggests that such configurations are not perceived to exist by the respondents or are less prevalent in their perception.

(iv) How do you rate these Unions activities among employees in your N.F. Railway Zone on the matter of Annual Performance Appraisal of th Employees?

Activities of recognized Unions	Responses	Activities of unrecognized Unions	Responses
Excellent	15	Excellent	50
Very Good	30	Very Good	20
Good	10	Good	10
Average	20	Average	15
Below average	25	Below average	05

Table- 8.16 (iv)



Ratings by **Likert Scale of Graph - Table- 8.16 (iv)**

Analysis:

From the data it is analysed on *Recognized Unions* against which the highest number of responses (30) rate the activities of recognized unions as "Very Good"; "Below Average" also has a significant number of responses (25), indicating a polarized view ; few responses rate the activities as "Good" (10), suggesting that employees either have a strong positive or negative view, with fewer neutral opinions ; and a substantial number of employees (20) rate the activities as "Average," reflecting a moderate view. In case of *Unrecognized Unions***,** the majority of responses (50) rate the activities as "Excellent," showing a highly favorable perception; "Very Good" ratings (20) are also significant, but considerably lower than "Excellent "; "Good" (10) and "Average" (15) ratings are lower, indicating fewer neutral opinions ; very few responses (5) rate the activities as "Below Average," suggesting minimal negative perception.

Interpretation:

Positive Perception is seen amongst the unrecognized unions have a notably higher positive perception, with 50 respondents rating their activities as "Excellent" compared to only 15 for recognized unions that suggests that unrecognized unions might be more effective in advocating for employees regarding annual performance appraisals or have better communication and engagement strategies. A polarized views on recognized unions are seen that exhibit a more polarized view, with substantial responses in both "Very Good" and "Below Average" categories and this polarization could indicate inconsistency in their activities, where some employees benefit significantly while others do not, or variability in their effectiveness across different departments or situations. A moderate view is seen against both types of unions have a considerable number of "Average" responses (20 for recognized and 15 for unrecognized), suggesting that some employees see the unions' activities as neither particularly beneficial nor harmful. This analysis provides a clear picture of how employees in the N.F. Railway Zone perceive the activities of recognized and unrecognized unions concerning annual performance appraisals. By addressing the areas identified, both types of unions can improve their effectiveness and employee satisfaction.

(v) Do you know the name of the following unrecognized unions working in your N.F. Railway Zone and how do you rate them?

Name of unrecognized unions	Responses	No. of Responses
Rail Mazdoor Union (RMU)	Yes	50
	No	20
	Did not want to say?	30
Purvottar Simant Railway Karmachari Sangh (PSRKS)	Yes	30
	No	25
	Did not want to say?	45
Purbanchaliya Railway Karmi Parishad (PRKP)	Yes	20
	No	50
	Did not want to say?	30

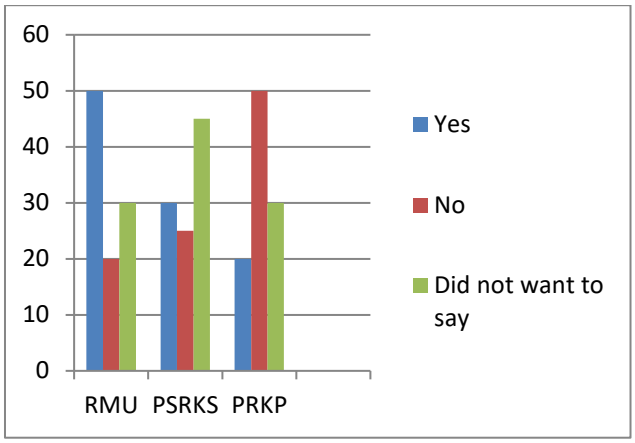


Table & Graph – 8.16 (v) of Likert Scale

Analysis & Interpretation of the data :

The data obtained from the questionnaire responses regarding recognition and rating of three unrecognized unions in the N.F. Railway Zone , it is analysed against Rail Mazdoor Union : Yes (50 responses): This indicates that 50 respondents are aware of the Rail Mazdoor Union ; No (20 responses): 20 respondents are aware but do not recognize the Rail Mazdoor Union and " Did not want to say" (30 responses): 30 respondents chose not to disclose their stance on the union. Against Purvottar Simanta Railway Karmachari Sangh : Yes (30 responses): 30 respondents are aware of the Purvottar Simant Railway Karmachari Sangh ; No (25 responses): 25 respondents are aware but do not recognize this union ;and "Did not want to say" (45 responses): 45 respondents chose not to disclose their stance on this union. Against Purbanchaliya Railway Karmi Parishad, it has been analysed of Yes (20 responses): 20 respondents are aware of the Purbanchaliya Railway Karmi Parishad ; No (50 responses): 50 respondents are aware but do not recognize this union ; and "Did not want to say" (30 responses): 30 respondents chose not to disclose their stance on this union.

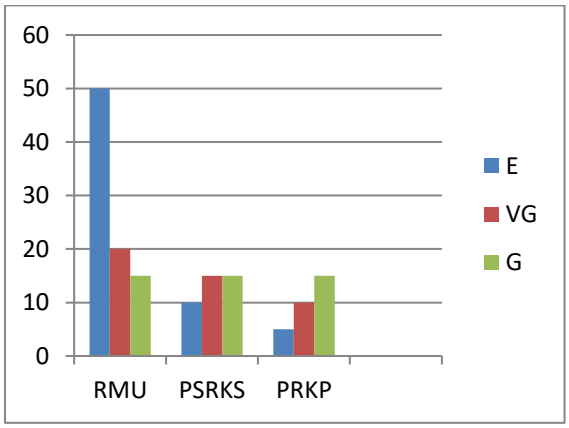
Interpretation:
The Rail Mazdoor Union seems to have moderate awareness among the respondents. There is some level of recognition (50 "Yes" responses), but also a significant number who either do not recognize it (20 "No" responses) or prefer not to disclose their opinion (30 "Did not want to say" responses). The Purvottar Simant Railway Karmachari Sangh also has moderate awareness among the respondents. There is a considerable number who do not recognize it (25 "No" responses), and a larger group who chose not to disclose their opinion (45 "Did not want to say" responses). The Purbanchaliya Railway Karmi Parishad has the least recognition among the three unions. A majority of respondents (50 "No" responses) do not recognize it, and there's a significant number who chose not to disclose their opinion (30 "Did not want to say" responses).

(vi) How do you rate the following unrecognized unions working in your N.F. Railway Zone and how do you rate them?

Name of unrecognized unions	Ratings	No. of Responses
Rail Mazdoor Union (RMU)	Excellent (E)	50
	Very Good (VG)	20
	Good (G)	15
	Average (A)	9
	Below average (BA)	6

Purvottar Simant Railway Karmachari Sangh (PSRKS)	Excellent (E)	10
	Very Good (VG)	15
	Good (G)	15
	Average (A)	20
	Below average (BA)	40
Purbanchaliya Railway Karmi Parishad (PRKP)	Excellent (E)	5
	Very Good (VG)	10
	Good (G)	15
	Average (A)	15
	Below average (BA)	55

Table – 8.16 (vi)



Graph – 8.16 (vi)

Analysis :

The analysis of the data revels that the Rail Mazdoor Union is perceived most positively, with a majority of respondents rating it in the top categories ; Purvottar Simant Railway Karmachari Sangh has a more mixed perception, with a significant portion of respondents rating it in the lower categories ; and Purbanchaliya Railway Karmi Parishad has the least favorable perception overall, with a majority of respondents rating it Average or Below average. These ratings suggest varying levels of satisfaction and perception among employees regarding the effectiveness and representation of these unrecognized unions within the N.F. Railway Zone. The Rail Mazdoor Union appears to be the most successful in garnering positive feedback, whereas the Purbanchaliya Railway Karmi Parishad faces more critical opinions from respondents.

Interpretation:

The Rail Mazdoor Union received a significant number of "Excellent" ratings (50 responses), indicating a strong positive perception among respondents. The distribution shows a generally favorable view, with a total of 90 responses in the top three categories (Excellent, Very Good, Good) compared to 15 in the bottom two categories (Average, Below average). In case of Purvottar Simant Railway Karmachari Sangh , **t**his union has a more mixed reception compared to the Rail Mazdoor Union and it received fewer top ratings (Excellent and Very Good) with a total of 40, compared to 60 responses in the lower categories (Average and Below average). The Purbanchaliya Railway Karmi Parishad has the least favorable ratings among the three unions and it received very few top ratings (Excellent and Very Good) totaling 15, while a significant majority of responses (70) rated it as Average or below average.

Chapter – 10
LIMITATIONS, FINDINGS AND SUGGESTIONS

LIMITATIONS :

1. **Size of the Sample:** The sample size was small and only employees Pay Level- 1 to 6 of the three departments on random basis were studied in respect of the APAR system assessed by the Reporting/Reported Officer of the Railways of the employees. Only primary data collection method is used while secondary data is obtained from various prominent, Books, websites, journals, Government circulars etc. Limited access to accurate and comprehensive data on assessment of APAR system of employee performance may restrict the depth and validity of the study, however, utmost care was taken up to cover up all those points while gathering data from those employees.
2. **Employee Opinion:** Employee feedback may not be cent percent reliable and accurate as sometimes, they may keep back information that may be detrimental to the image of the organization and also some employees may fear their superiors and refrain from furnishing any negative data, which the Researcher had encountered during gathering of primary data from the employees. The information provided by the respondents may not be fully accurate due to unavoidable biases.
3. **Language Barrier**: Most of the employees working in the Railways are not well-versed in English but they are expert in their Technical works related to the department and hence questions were discussed in local language or in Hindi with those employees while data was collected.
4. **Time Constraints**: The time was limited and not all employees could be included in the survey. A sample of 100 employees was selected from the three departments of the Northeast Frontier Railway of Guwahati namely Mechanical, Electrical and Signal & Telecommunication Workshop having sample of 45, 45 and 10 respondents, for the purpose of conducting the survey and collecting relevant data. However, except few most of the employees were very co-operative and helpful in spite of their busy schedules they took time out to fill the Questionnaires and provide me with additional inputs and information. There are some limitations faced while conducting this research as it was to be completed in a short time and the time factor acted as a considerable limit on the scope and the extensiveness of the study.
5. **Financial Constraints**: It cannot be denied that for conducting any research amongst the respondents to gather primary data adequate finance is necessary. As this is a one

person survey solely conducted by the researcher only, therefore, the number of respondents interacted is relatively small for this kind of study. In spite of getting no financial help from any organization, the study is conducted and the Master Thesis is prepared effectively ignoring the aspects of non availability of adequate manpower, money and time, by gathering the data in an appropriate manner of sampling process.

6. **Fear in the mind of the employees**: At the time of collecting data amongst the employees, large number of them refused to provide data in respect of the Questionnaires, expressing their inability to give responses due to fear of their lower level as well as that of the middle level management, even some of them refused to give any response due to fear of the officials of the recognized Unions of the Railways.

FINDINGS:

The Findings and the Suggestions are considered as essential part of a research work that has been carried out on an organization or by the human community for the future development of the system and therefore, it should be explained in brief and should be understandable even to a raw person who has no deep knowledge of the subject.

1. The findings show that the distribution of male and female respondents across the departments surveyed, indicating a higher proportion of male respondents in each department, particularly in Electrical and Mechanical departments.
2. Based on the data so collected on the Age Profile of the three departments, it has been found that , if we calculate the respondents as a single unit **(**i.e. Mechanical + Electrical + Signal & Telecommunication Workshop**)** then the average respondents of 18+ years is 27% ; 30+ years is 16% ; 40+ years is 29% ; and 50+ years but upto 60 years is 28%. These percentages represent the distribution of age profile within the three departments taken in a combined ways showing that near about 30% employees are found in the age group of 18+ years, 40+ years and 50+ but upto 60 years.
3. The data so collected in respect of Work Experience Profile of Respondents, it has been found that when we calculate the respondents as a single unit **(**i.e. Mechanical + Electrical + Signal & Telecommunication Workshop**)** then the average respondents of work experience of 5+ years of employees is 12% ; work experience of 10+ years of employees is 22% ; work experience of 15+ years employees is 26% ; and work experience of 20+ years of employees is 40%. From this data, it is found that there are about 40% employees having working experience of 20+ years and the management can utilize their experiences for the benefits of the organization.

4. The Quality of Work Life (QWL) programs that satisfies the employees it is found that in the Mechanical department it shows a significant disparity between supervisors and officers in terms of satisfaction with QWL programs and in the Electrical department it also exhibits differences, though less pronounced compared to Mechanical whereas in the Signal & Telecom Workshop has shown negligible participation in QWL programs according to respondents. These findings indicate varying levels of satisfaction and participation across departments, highlighting areas where QWL programs may need improvement or greater implementation efforts.
5. To analyze the findings on the working conditions based on the responses received from the three departments it is found that only the employees of the Electrical has rated 9% as outstanding and the other two departments have rated as zero percentage. Similarly in respect of very good the employees have rated 10 to 13% ; good has been rated as 18% to 40% ; okay as 16% to 23% and did not want to comment ranges from 30% to 44%.
6. The data on "Good Pay" Increases Job Satisfaction after implementation of the 7th CPC (assessed in combination of the three departments of the Railway) shows the findings that 36% of the respondents believe that the 7th CPC has led to good pay increases and positively affects job satisfaction while 40% of respondents do not believe that the 7th CPC has increased job satisfaction and 24% of respondents indicated that the impact on job satisfaction is sometimes noticeable. This data so collected suggests of a mixed perception among employees from these departments regarding the impact of the 7th CPC on job satisfaction, with a significant portion feeling that it has not improved job satisfaction.
7. The findings of the data of "Good" Employee – Employer Relationships that motivates to perform well on Job (assessed in combination with the three departments of the Railway) shows that 45% of employees expressed good relationship between employee and employer whereas 35% of them expressed that such relationship is frequent and 20% of them stated that there is no good relationship between employee and employer.
8. The findings of the data on Job Stress leads to Job dissatisfaction , assessed in combination of the three departments of the Railway, that shows that 55% of the employees reveal that job stress leads to job dissatisfaction, whereas 15% of them do not agree with it and 40% of them choose the option of not say anything. These percentages indicate that a significant portion of employees perceive job stress as

leading to job dissatisfaction. The high percentage of 40% choosing not to disclose their opinion might suggest a need for further investigation or consideration of anonymity concerns in future surveys.

9. The findings on Job Satisfaction improves the Organizational Performance , assessed in combination with the three departments of the Railway, the majority of the employees, about 75% opined that job satisfaction improves organizational performance whereas 20% of them are of the opinion that there is no relation of job satisfaction with that of the organizational performance and very few of them, about 5% refused to disclose anything.

10. The impact of Artificial Intelligence (AI) and Machine Language (AI & ML) technology on job security perceptions among the railway employees across departments, the findings show that the majority view of the employees about 80% are supporting the introduction of AI & ML technology which implies that many employees perceive potential benefits, possibly including enhanced job security through technological advancements whereas about 15% of them expressed their concerns on their job security implications, such as potential job displacement or changes in job roles due to automation and very few of them about 5% have chosen not to disclose their opinion that reflects uncertainty or neutrality towards the technology, which could also impact job security perceptions indirectly.

11. The findings of the data of “Dissatisfaction” level of APAR System of the Railway , assessed combination of the three departments of the Railway of the area of study shows that the dissatisfaction among employees on the APAR system followed in those departments are very high of 80% and dissatisfaction level is notably low among a few employees of 5%, and there is a notable proportion about 15% of them chose not to disclose their opinion.

12. The findings on Satisfaction Level of APAR System applied by Employer on of Employees from Level- 1 to Level -6 shows that 66% of the employees are very dissatisfied with the assessment system, 16% of them are dissatisfied whereas only 3% of them are very satisfied and 6% of them are satisfied with the system and 9% of them chose not to respond anything. This data indicates that a significant portion of the employees expressed dissatisfaction with the APAR system, with very few indicating high levels of satisfaction. The majority of responses fell into the categories of very dissatisfied and dissatisfied, suggesting potential areas for improvement in the appraisal process.

13. The data gathered on Satisfaction Level of the Employees in Career Advancement in the departments from Level- 1 to Level -6 of the Departments: Mechanical + Electrical + Signal & Telecommunication Workshop, tells the two sets of survey data regarding employee satisfaction with career advancement and promotions. The number of 11 respondents tell that they have earned 4 promotions , 21 number of respondents tell that they have earned 3 promotions, 17 respondents tell that they have earned 2 promotions and 36 respondents tell that they have got only one promotion and 15 respondents have not yet got any promotion up to the month of March, 2024 of data collected by the researcher. In respect of satisfaction levels in their career advancement 55 respondents have stated that they are strongly disagree with the satisfaction level of their career advancement, 19 of them expressed their disagreement, 9 of them strongly agree with the satisfaction of their career agreement and 8 of them expressed agree with the satisfaction of their career advancement and 9 of them choose to disclose anything.

14. Based on the survey data, it is found that a significant portion (65%) either strongly disagrees or disagrees with the implementation of the ACP Scheme before implementation of the 6^{th} / 7^{th} CPC whereas a minority (25%) agrees or strongly agrees with the implementation and 10% of them refused to say anything.

15. The findings of the data show that a majority (70 out of 100 participants) either strongly disagree or disagree with the statement that Railways implemented the MACP Scheme properly and before retirement due to the implementation of the 7th CPC. This indicates a significant level of dissatisfaction or skepticism among the respondents regarding the implementation of the scheme. From the data so gathered, it is observed that 50 participants strongly disagree and 20 participants disagree with the implementation of the 6^{th} / 7^{th} CPC for grant of MACP whereas 10 participants have agreed and 8 participants have strongly agreed on the implementation of the grant of MACP after implementation of the 6^{th} / 7^{th} CPC and 12 participants refused to choose disclose anything.

16. The findings of the data it appears that all respondents strongly disagree that the Railways implement the MACP Scheme either once in a year or twice in a year. Instead, they unanimously agree that it is implemented in an irregular manner. This indicates a clear consensus among the respondents regarding the irregularity of the MACP Scheme implementation by Railways.

17. All 100 participants strongly agree with the statement. This indicates a unanimous perception among the surveyed group that timely action by the Railways is lacking,

leading to employees being deprived of financial benefits under the MACP Scheme due to subsequent issues of Charge Sheet Memorandum whereas the unanimous strong agreement suggests a high level of concern among the employees about the adverse impact of untimely actions by the Railways on their financial benefits under the MACP Scheme and there are no participants who disagree or are neutral about this statement. This lack of disagreement further highlights the consensus among the employees regarding the issue. The survey results indicate a critical issue within the Railways, where employees feel deprived of financial benefits due to the organization's failure to take timely actions. This finding can serve as a basis for further investigation and potential policy changes to address the concerns raised by the employees.

18. The findings of the data reflect that the entire participant pool (100%) strongly agrees that employees who were exonerated of charges have not been given benefits under the MACP Scheme in the Railways. This unanimity suggests a strong perception or consensus among the participants regarding this issue in the Railways.

19. Based on the Likert scale responses for the ACP Scheme implementation by Railways before the 6th / 7th CPC, here's a summary of the findings: Strongly Disagree: 50 responses; Disagree: 15 responses; Neither Agree nor Disagree: 10 responses; Agree: 10 responses; and Strongly Agree: 15 responses. This indicates that a significant portion of respondents (50 + 15 = 65 responses) had negative perceptions (Strongly Disagree and Disagree) regarding the ACP Scheme implementation by Railways before the CPC. However, there were also some respondents (10 + 15 = 25 responses) who had positive perceptions (Agree and Strongly Agree) about it. The neutrality neither (Neither Agree nor Disagree) was expressed by 10 respondents. Regarding the frequency of MACP Scheme implementation by Railways it has been found that all 100 respondents strongly disagree that the Railways implement the MACP Scheme either once in a year or twice in a year. Conversely, all 100 respondents strongly agree that the implementation is done in an irregular manner. This suggests a unanimous perception among respondents that the MACP Scheme implementation by Railways is irregular manner and that too only once in a year rather than following a scheduled frequency of twice a year.

20. Based on the data received from the employees, it is found that that all 100 participants strongly agree with the statement that due to not taking timely action by Railways, even after being rated as Very Good for three consecutive years, employees are being deprived of financial benefits under the MACP Scheme due to subsequent issues of

Charge Sheet Memorandum.This unanimous agreement suggests a significant perception among the respondents that there is indeed a problem with timely action and subsequent financial benefits under the MACP Scheme. Similarly , on the aspect of agreement of disagreement on the issue of even after exoneration of the charges by the disciplinary authority, employees are not given the benefits under MACP Scheme by the Railways, after obtaining data it has been found that all 100 participants strongly agree that even after exoneration of charges, employees are not given the benefits under the MACP Scheme in Railways. This indicates a unanimous perception among the respondents regarding this issue which appears to be total violation of the rules of the Government of India vis-à-vis infringing the rights of the employee as given under law.

21. On the question of agreement or disagreement that due to not taking of any action by the Reporting/ Reported/ Accepting officer to an employee on his/her doubtful integrity etc. by informing the employee concerned by issuing of Charge Sheet or any departmental action by giving an opportunity to prove innocence, his/her promotion was not given in due time and on analyze the findings of the data, we can calculate the frequency and percentage of responses for each category to understand the overall sentiment regarding the statement that due to inaction by officers in addressing an employee's doubtful integrity, their promotion was delayed, the findings show that a significant majority of participants (65%) strongly agree that due to the inaction by officers in addressing an employee's doubtful integrity, their promotion was delayed and an additional 16% agree with the statement, making a total of 81% of participants who either agree or strongly agree. Only 6% strongly disagree and 4% disagree with the statement and 9% of participants are neutral, neither agreeing nor disagreeing. This indicates a strong consensus among the participants that the lack of action by officers has indeed led to delays in promotions due to unaddressed issues of doubtful integrity.

22. In respect of utilization of employees are being made effectively made by the supervisors and the controlling officers of the depot/filed offices/workshops by deputing the technical staff to their assigned job, it has been found that more than half of the respondents believe that the utilization of employees by supervisors and controlling officers is not effective, as indicated by the "Fail" rating. Only a small portion of the participants rated the utilization as "Very Good" or "Excellent". This suggests a significant opportunity for improvement in how technical staff are assigned to their jobs in depot/field offices/workshops.

23. **Findings on Attendance Systems of** Manual vs. Biometric **show that in case of Manual Attendance Register the** Fail Ratings **is** 80 out of 100 participants **,** indicating significant dissatisfaction**.** Only 5 participants each rated it in higher categories, highlighting the lack of satisfaction.The non-cumulative pattern of ratings suggests the data does not fit well into a Guttman scale, indicating inconsistent perceptions of th**e manual system's effectiveness and p**redominantly negative feedback with minimal positive ratings signals a need for significant improvement to increase satisfaction with the manual attendance system. **In the case of Biometric Attendance ,** 50 participants rated the biometric attendance system as "Excellent," showing a high level of satisfaction. The distribution of ratings shows a cumulative pattern, with higher ratings being more frequent, fitting well into the Guttman scale. More positive feedback and a clear cumulative pattern towards higher satisfaction levels suggest that the biometric system is perceived as more effective and satisfactory compared to the manual system.

24. On the question of knowledge of how many recognized and unrecognized unions are there in N.F. Railway Zone, the majority of respondents (50) indicated that there are two recognized unions in the N.F. Railway Zone with a significant number of respondents (40) believe there is only one recognized union and only 10 respondents reported three recognized unions, and none reported four or five recognized unions whereas the highest number of respondents (60) believe there is one unrecognized union and the responses are more varied for unrecognized unions, with some respondents indicating two (10 responses), three (12 responses), four (8 responses), and five (10 responses) unrecognized unions. This indicates that there is a perceived concentration around one or two recognized unions, while the perception of unrecognized unions is more dispersed, with a significant portion of respondents recognizing a higher number of unrecognized unions. In fact, in N.F Railway there are two recognized Trade Unions and three unrecognized unions are functioning and all employees are not aware of this aspect.

25. On the aspect of he activities of recognized and unrecognized unions concerning the Annual Performance Appraisal of Employees, the most frequent rating for recognized unions is "Very Good" (30 responses). The second most common rating is "Below Average" (25 responses), indicating a significant number of employees are not satisfied. The "Excellent" rating is the least frequent (15 responses), suggesting that a smaller portion of employees are highly satisfied with the activities of recognized unions. The

highest rating is "Excellent" (50 responses), indicating a strong positive perception among employees. The second most common rating is "Very Good" (20 responses). Only 5 responses rated unrecognized unions as "Below Average", suggesting fewer employees are dissatisfied compared to recognized unions. The comparison shows that unrecognized unions receive a significantly higher number of "Excellent" ratings compared to recognized unions (50 vs. 15). Recognized unions have more "Below Average" ratings compared to unrecognized unions (25 vs. 5). The overall perception of unrecognized unions is more positive, with higher ratings of "Excellent" and "Very Good". The data indicates that employees in the N.F. Railway Zone have a more favourable view of the activities of unrecognized unions compared to recognized unions in terms of the Annual Performance Appraisal of Employees. Recognized unions have a mixed perception with notable dissatisfaction, whereas unrecognized unions are viewed more positively by the majority of employees.

26. The findings of the data regarding the information of functioning of unrecognized unions in the N.F. Railway Zone, Rail Mazdoor Union (RMU) is the most recognized among the three, with 50 out of 100 respondents acknowledging its existence. Purvottar Simant Railway Karmachari Sangh (PSRKS) has moderate recognition, with 30 out of 100 respondents acknowledging its existence. Purbanchaliya Railway Karmi Parishad (PRKP) is the least recognized, with only 20 out of 100 respondents acknowledging its existence. There is a significant number of respondents who chose not to disclose their awareness about these unions, especially for PSRKS (45) and PRKP (30). The Rail Mazdoor Union (RMU) appears to be the most well-known unrecognized union in the N.F. Railway Zone. In contrast, the Purbanchaliya Railway Karmi Parishad (PRKP) has the least recognition. There is also a notable reluctance among respondents to disclose their knowledge about these unions, which could indicate concerns about discussing union affiliations or awareness.

27. The findings of the ratings assigned to the unrecognized unions working in the N.F. Railway Zone, it is found that Rail Mazdoor Union (RMU) has the highest percentage of 'Excellent' ratings at 50%, with 85% of respondents rating it as 'Good' or better. Purvottar Simant Railway Karmachari Sangh (PSRKS): This union has a more balanced distribution of ratings but has a significant portion of 'Below Average' ratings at 40%, indicating mixed reviews. Purbanchaliya Railway Karmi Parishad (PRKP): This union has the lowest ratings, with 55% of respondents rating it as 'Below Average' and only 5% rating it as 'Excellent'. These findings suggest that the Rail Mazdoor Union (RMU)

is perceived most favouably among the three unions, while the Purbanchaliya Railway Karmi Parishad (PRKP) is perceived least favourably.

SUGGESTIONS :

1. On Gender Distribution: There is a higher proportion of male respondents in each department, particularly in Electrical and Mechanical departments.
   Suggestions: Implementation and promoting of diversity and inclusion programs to attract and retain more female employees in the departments, where Technical employees work by establishing mentorship programs for female employees to support their career growth and development.
2. Age Profile: The average age distribution shows significant portions in the 18+, 40+, and 50-60 years age groups.
   Suggestions : Developing of succession planning strategies to ensure knowledge transfer from older to younger employees by way of tailor training and development programs to meet the needs of different age groups.
3. Work Experience Profile: A significant portion (40%) of employees have 20+ years of experience.
   Suggestions : Utilizing the experience of long-tenured employees in mentoring and training roles and also to implement knowledge-sharing sessions and documentation practices to capture and disseminate institutional knowledge.
4. Quality of Work Life (QWL) Programs: Varying levels of satisfaction and participation across the departments are there in Railways.
   Suggestions :- Conduct a thorough needs assessment to identify specific QWL program improvements for each department by developing strategies to increase participation in QWL programs, such as promoting benefits and providing incentives.
5. Working Conditions: Only the Electrical department rated conditions as outstanding (9%).
   Suggestions :- Standardize and improve working conditions across all departments to ensure a more consistent and positive work environment by implementation of regular feedback mechanisms to continuously monitor and improve working conditions.
6. Good Pay and Job Satisfaction: Mixed perceptions about the impact of the 7th CPC on job satisfaction.

Suggestions :- Clearly communicate the benefits and changes brought by the 7th CPC to employees by engaging employees to understand and address concerns regarding pay and job satisfaction.

7. Employee-Employer Relationships: 45% express good relationships, but 20% indicate no good relationship.

   Suggestions: - Organize team-building and engagement activities to strengthen employee-employer relationships by fostering an open communication culture where employees feel comfortable voicing their concerns.

8. Job Stress and Job Dissatisfaction: 55% indicate job stress leads to job dissatisfaction.

   Suggestions :- Implementation of Stress Management Programs (STMs) and resources for employees by creating and promoting policies that encourage a healthy work-life balance.

9. Job Satisfaction and Organizational Performance: 75% believe job satisfaction improves organizational performance.

   Suggestions :- Prioritization of initiatives that enhance job satisfaction, such as recognition programs, career development opportunities, and supportive work environments.

10. Impact of AI & ML on Job Security: 80% support the introduction of AI & ML technology.

    Suggestions :- Provide training and upskilling opportunities to help employees adapt to new technologies by communicating transparently about the benefits and changes associated with AI & ML implementation.

11. Dissatisfaction with APAR System: High dissatisfaction (80%) with the APAR system among employees.

    Suggestions :- Review and revise the APAR system to make it more transparent, fair, and objective by involving employees in the process of revising the appraisal system to ensure it meets their needs and expectations.

12. Satisfaction with APAR System: High levels of dissatisfaction with the APAR system among employees from Level-1 to Level-6.

    Suggestions :- Collect detailed feedback from employees on specific issues with the APAR system and address them accordingly by providing training to supervisors and officers on effective and fair appraisal practices.

13. Satisfaction with Career Advancement: High dissatisfaction with career advancement and promotions.

    Suggestions :- Develop clear career advancement pathways and communicate them effectively to employees by ensuring that promotions are merit-based and transparent to build trust in the system by following the rules and regulations in fair and unbiased manner.

14. ACP Scheme Implementation: Significant disagreement with the implementation of the ACP Scheme.

    Suggestions :- Conduct a thorough review of the ACP Scheme's implementation process and address any identified issues by collecting feedback from employees to understand their concerns and incorporate their suggestions into the implementation process.

15. MACP Scheme Implementation: Significant dissatisfaction with the implementation of the MACP Scheme.

    Suggestions :- Ensure the MACP Scheme is implemented regularly and transparently to build trust among employees as per Railway Board’s Circular as well as that of the Department of Personnel & Training by addressing the concerns of the employees to understand their concerns and work towards addressing them.

16. Irregular MACP Scheme Implementation: Unanimous agreement that the MACP Scheme is implemented irregularly.

    Suggestions :- Establish and adhere to clear timelines for the implementation of the MACP Scheme as indicated in the as per Railway Board’s Circular as well as that of the Department of Personnel & Training by increasing transparency in the implementation process to build trust and confidence among employees.

17. Timely Action for MACP Scheme:Unanimous concern about the lack of timely action affecting financial benefits under the MACP Scheme.

    Suggestions :- Ensure timely processing of actions related to the MACP Scheme to avoid depriving employees of their financial benefits by holding responsible officers accountable for any delays in the process.

18. Exonerated Employees and MACP Benefits: Unanimous agreement that exonerated employees are not receiving benefits under the MACP Scheme.

    Suggestions : Review and update policies to ensure that exonerated employees receive their due benefits without unnecessary delays by ensuring fair and just practices are followed in the administration of the MACP Scheme.

19. Reporting on Doubtful Integrity: Significant agreement that inaction on doubtful integrity issues delays promotions.

    Suggestions :- Ensure timely and appropriate actions are taken on integrity issues to avoid unnecessary delays in promotions by communicating the rocess and timelines clearly to employees to manage expectations.

20. Employee Utilization: Significant belief that employee utilization by supervisors is not effective.

    Suggestions :- Review and optimize the utilization of employees to ensure they are effectively deployed to their assigned jobs by providing training to supervisors on effective employee management and utilization practices.

21. Attendance Systems: Significant dissatisfaction with the manual attendance system, but high satisfaction with the biometric system.

    Suggestions :- Transition fully to a biometric attendance system to improve satisfaction and accuracy. Address any specific concerns with the biometric system to ensure it meets the needs of all employees.

22. Knowledge of Unions: Varied awareness of recognized and unrecognized unions among employees.

    Suggestions :- Increase awareness about the recognized and unrecognized unions and their roles among employees. Engagement with both recognized and unrecognized unions to address employee concerns and improve their perception.

23. Activities of Unions: More positive perception of unrecognized unions compared to recognized unions.

    Suggestions :- Enhance the activities and effectiveness of recognized unions to improve employee satisfaction and to foster collaboration between recognized and unrecognized unions to address employee concerns more effectively.

    By addressing these suggestions, the organization can work towards improving employee satisfaction, enhancing work conditions, and leveraging the experience and skills of its workforce for overall organizational growth and performance.

CONCLUSIONS :

The researcher have drawn the following conclusions based on the sample collected from the Technical employees working in Railway :

- The research reveals a higher proportion of male respondents across all departments, particularly in Electrical and Mechanical departments. This indicates a gender disparity that should be addressed through targeted inclusion and diversity initiatives.

- The combined data across departments shows a varied distribution of age groups, with significant portions in the 40+ and 50+ age brackets. This suggests a need for succession planning and knowledge transfer strategies, given the concentration of experienced employees nearing retirement age.
- A substantial number of employees have over 20 years of work experience, highlighting a pool of seasoned professionals whose expertise could be leveraged for organizational benefit.
- There are disparities in satisfaction with QWL programs across departments, indicating a need for more equitable and effective implementation strategies to enhance employee satisfaction and engagement.
- Employee perceptions on working conditions vary significantly between departments, with Electrical showing higher ratings for outstanding and very good conditions compared to Mechanical and Signal & Telecom Workshop.
- Mixed perceptions exist regarding the impact of the 7th CPC on job satisfaction, with a significant portion feeling that it hasn't improved satisfaction levels as expected.
- The majority of employees perceive good or frequent relationships with employers, which is positive for overall morale and performance.
- A notable majority of employees perceive job stress as leading to job dissatisfaction, suggesting a need for stress management interventions.
- A large majority believe that job satisfaction positively impacts organizational performance, highlighting the importance of employee well-being initiatives.
- The majority of employees support the introduction of AI & ML technology, indicating optimism about its potential benefits despite concerns about job security.
- There is a high dissatisfaction levels with the APAR system across departments suggest systemic issues that need urgent attention and improvement.
- There is widespread dissatisfaction with the MACP Scheme implementation, particularly regarding irregularity and delayed actions affecting employee benefits.
- Mixed satisfaction levels with career advancement opportunities highlight areas for improvement in promotion policies and transparency.
- There is a negative perceptions about the ACPS Scheme implementation before the CPCs suggest historical dissatisfaction that should inform future policy revisions.
- Recognition and satisfaction with recognized and unrecognized unions vary, with some unions perceived more positively than others, influencing employee engagement in union activities.

These conclusions provide insights into critical areas where organizational policies and practices could be refined to enhance employee satisfaction, engagement, and organizational performance across the departments surveyed. Indian Railways follows annual performance appraisal system which creates a long gap between the performance and the evaluation. The accuracy of performance appraisal system can be ensured by maintaining proper records of performance of the employees throughout the years. The system should also ensure that the raters have sufficient knowledge about the performance of their ratees. Hence reviewing officer should gather proper information about the performance of the employees before giving any judgment. Moreover as the appraisal system is subjective, organization should arrange for raters' training about how to evaluate, rating standard, and purpose of rating etc. to reduce the rating errors. The limitation is that the study is based on limited number of respondents and in limited area of Indian Railways, but this study will show the path of finding the errors in other organizations. Future researchers may also contribute to other types of errors which will affect the effectiveness of an appraisal system. A well structured Performance Management System and Performance Linked Reward System will be the best solution for promoting a well managed Human Resource Management system. This will also attract quality candidates towards Railways and will also retain the quality staff planning to quit the big public sector enterprises. This in turn will promote efficiency and productivity of the department.

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19. Peter A. Heslin, "High-Impact Performance Appraisals: An Evidence-Based Guide to Delivering Value" published by Routledge, 2016.
20. M. Tamra Chandler, "Rethinking Performance Management: A More Practical Approach" published by Berrett-Koehler Publishers, 2016.
21. K. Ashok Rao, "Performance Appraisal in Government Organizations" (Publication date: 2010) that provides insights into performance appraisal systems tailored for government organizations in India.

LIST OF JOURNALS

22. "Impact of performance appraisal justice on employee engagement: a study of Indian professionals" , published in *Employee Relations* by Vishal Gupta and Sushil Kumar, explores the relationship between perceptions of performance appraisal fairness and employee engagement in the Indian business context. The findings suggest a significant positive association between distributive and informational justice dimensions and employee engagement (Emerald).
23. "Employees' fairness perception towards performance appraisal system: antecedents and consequences" - Published in the *Review of Managerial Science*, this article examines how fairness perceptions in performance appraisal influence various organizational outcomes. It emphasizes the role of procedural justice in enhancing the perceived fairness of performance appraisals (Springer Link).
24. "The relationship between performance appraisal system and employees' voice behavior through the mediation-moderation mechanism" - This research, featured in the *South Asian Journal of Business Studies*, investigates how performance appraisal systems can foster employees' voice behavior through psychological empowerment and perceived fairness (Emerald).
25. "An empirical study on effectiveness and satisfaction level of employees towards performance appraisal system in Amazon" - This study, available through IndianJournals.com, examines the effectiveness and satisfaction levels of employees with the performance appraisal system at Amazon. It highlights the importance of a well-structured appraisal system in improving employee satisfaction and performance (Indian Journals) .

26. "The relationship between performance appraisal interval and employees' proactive working behavior – analysis based on time-gain effect and time-loss effect" - This study, published in *Frontiers in Psychology* (2023), explores how the frequency of performance appraisals affects employees' proactive behavior. It finds that both too frequent and too infrequent appraisals can have diminishing returns, with optimal frequency lying somewhere in the middle (Frontier).

27. "Performance Appraisal on Employees' Motivation: A Comprehensive Analysis" - Published in *SpringerLink* (2023), this article investigates the impact of performance appraisal systems on employee motivation. The study emphasizes the importance of fairness and accuracy in appraisals to enhance motivation and performance (Springer Link).

28. "The Effect of Performance Appraisal System on Employee Motivation: The Case of NIB International Bank" - Featured in the *Saudi Journal of Business and Management Studies* (2023), this research examines how performance appraisals affect employee motivation within the banking sector. The findings highlight the critical role of consistent and transparent appraisal processes (Saudi Journals).

29. "Performance Appraisal and Employee Performance" - This study, published in the *International Academic Journal of Human Resource and Business Administration* (2023), analyzes the efficiency of performance appraisal systems in achieving organizational goals. It concludes that well-implemented appraisals can significantly boost employee performance and satisfaction (IA Journals).

GOVERNMENT OF INDIA'S BULLETIN , CIRCULARS ETC.

30. APAR and ACR Matters - Published by the Department of Public Enterprises, Ministry of Finance, this bulletin includes guidelines and updates on Annual Performance Appraisal Reports (APARs) for top management incumbents in Central Public Sector Enterprises (CPSEs) of Department of Publication Enterprises.

31. SPARROW (Smart Performance Appraisal Report Recording Online Window) - A portal and guideline system by the Department of Personnel and Training (DoPT) for the online generation and recording of APARs for Group 'A', 'B', and 'C' officers. It includes various notifications and updates regarding the performance appraisal process (Government Staff Rules).

32. Brochure on Preparation & Maintenance of APARs - This comprehensive brochure by the Department of Personnel and Training (DoPT) details the preparation and maintenance of APARs, providing guidelines to ensure fair and accurate assessments (Department of Personnel & Training Circulars).

33. Master Circular – 28 of the Railway Board that deals with the preparation and maintenance of Annual Performance Appraisal Reports (APARs) of non-gazetted railway servants.

34. O.M. No. 35034/1/97-Estt.(D) dated 9 August 1999 initiated the ACP scheme issued by Department of Personnel & Training, Government of India on ACP Scheme.

35. O.M. No. 35034/3/2008-Estt.(D) dated 19 May 2009 and O.M. No. 35034/3/2015-Estt.(D) dated 28 September 2016 issued by Department of Personnel & Training, Government of India, in which details of the MACP scheme implementation are there.

Books On Government of India:

36 Performance Appraisal in Government Organizations by K. Ashok Rao that Provides insights into performance appraisal systems specifically tailored for government organizations in India.

37 Performance Appraisal and Management by R.K. Suri and R.K. Sharma that focuses on performance appraisal practices in public sector organizations, including those in India.

38 Performance Appraisal in the Public Sector edited by Wouter van Dooren, Geert Bouckaert, and John Halligan that offers a comparative perspective on performance appraisal in public sector settings, including insights relevant to the Indian context.

Books on Private Companies:

39. Performance Appraisal and Management by Dipak Kumar Bhattacharyya that covers performance appraisal theories and practices in private sector companies, with case studies and examples.

40. Performance Appraisal for the Private Sector by Leopoldo R. Alampay and Annette S. de Dios , that d iscusses performance appraisal methods and strategies specifically applicable to private sector organizations.

41. Effective Performance Appraisals by Neal E. Chalofsky that provides a comprehensive guide to designing and implementing effective performance appraisal systems in private sector companies.

WEBSITES

42. SHRM (Society for Human Resource Management) - Offers resources, articles, and tools on performance management and appraisal: SHRM Performance Appraisal Resources.

43. HRD Toolkit - Provides templates, guides, and articles on performance appraisal and management: HRD Toolkit on Performance Appraisal

44. Harvard Business Review - Features articles and research on best practices in performance appraisal:HBR Perforamance Articles.

45. CIPD (Chartered Institute of Personnel and Development) - Offers insights and resources on performance management, including appraisal: CIPD Performance Management.

46. Gartner - Provides research and insights into performance management strategies and technologies: Gartner Performance Management.

47. Human Resources Today - Aggregates articles and insights on various HR topics, including performance appraisal: Human Resources Today on Performance Appraisal.

48. Department of Personnel and Training (DoPT): Department of Personnel and Training (DoPT)

49. Ministry of Personnel, Public Grievances and Pensions: Ministry of Personnel, Public Grievances and Pensions.

50. Official Website of Central Civil Services (Performance Appraisal Report) Rules, 2007.

51. Indian Railways :Indian Railways Official Website

APPENDIX

Questionnaire on Performance Appraisal of the Indian Railway.

Name of Zonal Railway : Northeast Frontier Railway.
Department : Mechanical , Signal & Electrical.
Station : Guwahati.
Personal Information of the respondent :
Name : _____
Gender :_____
Designation : _____
Department : _____

- How many years have you been working with this department? : 1 year to 5 years/ More than 5 years but less than 10 years/10 to 15 years or more/ More than 10 years but less than 20 years.
- Do you believe that while evaluating a performance, all of the factors that aid or hinder performance are taken into account? : Yes/No
- Please state Quality of Work life in your Establishment is better than others : Yes/No/Rare
- Are you satisfied with the weighting assigned by APAR/PMS to each activity that you must complete within the designated time frame by your department? : Yes/No
- Working Conditions of the Organisation : Outstanding/Very Good/Good/Okay/Did not want to say
- Do you believe that a Performance Management System can help you in setting and achieving relevant objectives? Yes/No
- Do you think that Good Pay Increases Job Satisfaction after implementation of the 7th CPC (assessed in combination of the three departments of the Railway (Mechanical + Electrical + Signal & Telecommunication Workshop ? : Yes/No/Sometimes.
- Do you think your leadership and interpersonal skills are developed during the Performance Management System? : Yes/No.
- Are you satisfied with the existing Annual Performance Appraisal Report (APAR) system followed in your department? : Yes/No
- Do you think that Good Employee – Employer Relationships that motivates to perform well on Job ? : Yes/No/Sometimes.
- How do you interact with your supervisor to provide feedback on your assigned task? : Every day/ in a week/once in a fortnight/once in a month.
- Do you think that Job Stress leads to Job dissatisfaction ? Yes/No/Did not want to say

- Do you believe that your department assesses your Annual Performance Appraisal Report (APAR) in an impartial and fair manner? Yes/No/Did not want to say
- How does ACP/MACP implemented in your department ? Once in a year /Twice in a year/Irregular manner.
- Who rates your performance ? Supervisors/Brnach Officer/Controlling Officer/ or else.
- Do you think that Job Satisfaction improves the Organizational Performance ? : Yes/No/Did not want to say.
- Do you that Job Security of the Railway Employees will be effected if AI & ML Technology is used in Railway ? Yes/No/Did not want to say.
- Are you satisfied of your APAR System of the Railway ? Satisfied/Dissatisfied/Did not make any comment.
- Does your Annual Performance Appraisal Report (APAR) affects your promotion or other career progression benefits like Modified Assured Career Progression Scheme (MACPS)? Yes/No
- Please rate your Satisfaction Level of the appraisal system of Annual Performance Appraisal and Review System applied by Employer : Very dissatisfied/ dissatisfied/ Neutral/Satisified/ Very satisfied (by giving points : 1 to 5) :
- Do you believe that Annual Performance Appraisal Report (APAR) helps your department to create an environment where everyone is encouraged to share their work burdens? : Yes/No
- Please state your Satisfaction Level of the Employees in Career Advancement. Strongly Agree (Point) : 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1
- Please state your Satisfaction Level of the Employees in the matter of grant of financial benefits under Assured Career Progression or Modified Assured Career Progression Scheme as introduced by the Government of India after implementation of the 6^{th} CPC and 7^{th} CPC : Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point) : 2 ; Strongly disagree (Point): 1
- Do you agree that the Railways implement ACP Scheme properly and before implementation of the 6^{th} / 7^{th} CPC? Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1
- Do you agree that the Railways implement the MACP Scheme properly and before retirement of the employees due to implementation of the 6^{th} / 7^{th} CPC w.e.f.

01/01/2016? Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1

- Do you agree that the Railways process and implement the MACP Scheme twice in a year or once in a year or in irregular manner? Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1
- Do you agree that due to not taking timely action by the Railways, even after Very Good was rated in three consecutive year and the employee concerned is already due for the financial benefits under MACP Scheme but due to issue of subsequent Charge Sheet, the employee concerned is being deprived of from the said benefits? Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1
- Do you agree that even after exoneration of the charges the employee concerned has not been given the benefits under MACP Scheme in your Railways ? Strongly Agree (Point) 5, Agree (Point): 4 , Neither Agree nor disagree (Point): 3, Disagree (Point): 2 ; Strongly disagree (Point): 1
- How do you score in respect of utilization of employees are being made effectively made by the supervisors and the controlling officers of the depot/filed offices/workshops by deputing the technical staff to their assigned jobs? :Excellent: 5, Very Good: 4 Good 3 , Acceptance: 2, Fail: 1.
- How do you score in respect of maintenance of Attendance Register of Staff by the supervisors and the controlling officers of the depot/filed offices/workshops so that employees are punctual in duty? Excellent: 5, Very Good: 4 Good 3 , Acceptance: 2, Fail: 1
- How do you score in respect of maintenance of Attendance Register of Staff by the supervisors and the controlling officers of the depot/filed offices/workshops so that employees are punctual in duty? Excellent: 5, Very Good: 4 Good 3 , Acceptance: 2, Fail: 1 For Manual : _____ Biometric : _____
- Do you have knowledge of how many recognized and unrecognized unions are there in your N.F. Railway Zone? : One/Two/Three/Four/Five.
- How do you rate these Unions activities among employees in your N.F. Railway Zone on the matter of Annual Performance Appraisal of th Employees? Excellent/Very Good/Good/Average/Below Average.

- Do you know the name of the unrecognized unions working in your N.F. Railway Zone and how do you rate them? Rail Mazdoor Union/Purvottar Simanta Karmachari Sangh/Purbanchaliya Rail Karmi Parishad.
- How do you rate the those unrecognized unions working in your N.F. Railway Zone and how do you rate them? Excellent/Very Good/Good/Average/Below Average , by writing the name of the union.
- On a scale of 1 to 5 how much would you rate your department on the matter of APAR? Poor : 1 , Fair : 2 , Good : 3 ; Very Good : 4 ; Excellent : 5

  Do you agree that due to not taking of any action by the Reporting/ Reported/ Accepting officer to an employee on his/her doubtful integrity etc. by informing the employee concerned by issuing of Charge Sheet or any departmental action , necessary to give an opportunity to him/her to prove innocence, his/her promotion was not given in due time?

  Strongly Agree (Point) 5 , Agree (Point) : 4,Neither Agree nor disagree (Point): 3 , Disagree (Point): 2 , Strongly disagree (Point): 1

  Do you agree that due to not taking timely action by the Railways, even after Very Good was rated in three consecutive years, employees are being deprived of financial benefits under MACP Scheme due to subsequent issues of Charge Sheet Memorandum? Strongly Agree (Point) 5 , Agree (Point) : 4,Neither Agree nor disagree (Point): 3 , Disagree (Point) : 2 , Strongly disagree (Point): 1

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